Steele Memorial Medical Center
Annual Report

To Deliver Compassionate Health Care
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Jenny Tracy
Judy Washbon

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Relying upon funds generously provided by the residents of Lemhi County, donations and a large contribution made by Eleanor and Emmett Reese in the memory of Eleanor’s father, Charles Steele, construction on the original facility for Steele Memorial Hospital began in 1949. After completion of construction in 1950, Steele Memorial Hospital opened its doors for patients on Monday, February 27, 1950 and immediately began fulfilling the needs of the local residents of Salmon, Idaho.

Today, Steele Memorial Medical Center (SMMC) is a Medicare Certified, not-for-profit, 18-bed Critical Access Hospital (CAH) with an associated Rural Health Clinic, providing comprehensive health care for the residents and visitors of the Salmon and Lemhi River valleys and surrounding areas. SMMC is driven by a vision of service and organizational excellence. SMMC’s highly skilled Providers and employees are committed to delivering compassionate health care to each and every patient.

**ANESTHESIA**
Adrienne Infanger
Cecil Jackson, CRNA
Gordon Lucas, CRNA

**CARDIOLOGY**
George Bandow, MD
William Hull, MD

**DENTAL SURGERY**
Kenneth Rogers, DDS

**DERMATOLOGY**
Stewart Carrington, MD

**EMERGENCY MEDICINE**
Joel Dye, MD
Randall Fowler, MD
Bruce Hayward, DO
Gregory Moore, MD
Kelly Phelps, MD
Hans Redd, MD

**FAMILY PRACTICE**
Samuel Gardner, DO
Suzanne Nebeker, NP
Erin Swenson, MD
Heather Whitson, PA-C
Clare York, PA-C
Diane Zavotsky, MD

**GENERAL SURGERY**
Adam Deutchman, MD, FACS

**HEMATOLOGY/ONCOLOGY**
Michael Francisco, MD
Carol Milder, NP
David Ririe, MD
Jennifer Robertson, PA-C

**OBSTETRICS/GYNECOLOGY**
Richard Natelson, MD

**ORTHOPEDICS**
Gregory Behm, MD
David Nolan, PA-C

**PATHOLOGY**
Ezra Ellis, MD
Gary Ellwein, MD
Matt Tannenbaum, MD
Gabriele Teerman, MD

**PLASTIC SURGERY**
Daniel Mills, MD

**PODIATRY**
Eric Barton, DPM

**PSYCHIATRY**
Jin Soofi, MD

**RADIOLOGY**
Michael Biddulph, MD
Neal Clinger, MD
James Edlin, MD
Christopher Harker, MD
James Harris, MD
James Neeley, MD
Richard Penney, MD
James Schmutz, MD
Ralph Sievers, MD
Steven Smith, MD
John Strobel, MD
James Taylor, MD
Peter Vance, MD
David Warden, MD
Alan Wray, MD

**OPHTHALMOLOGY**
Richard Cannon, MD
Bradley Gardner, MD
Kenneth Turley, MD
What sets SMMC apart is its people. Since opening in 1950, the people of Steele Memorial have provided compassionate, comprehensive health services to the residents and visitors of the Salmon and Lemhi River Valleys. With a spirit of teamwork and tenacity, amidst an environment of continued challenges, Steele Memorial has excelled in creating a culture of service excellence. This spirit is reflected in the feedback received from the patients. One such grateful patient recently wrote, “Let me tell you something.” “SMMC might well set the example for every single healthcare facility in this country with these two words: Compassionate Care.”

Hockey legend Wayne Gretzky was once asked what made him such a great hockey player. Mr. Gretzky replied, “I skate to where the puck is going to be, not where it has been.” In today’s rapidly changing health care environment, successful organizations need to prepare for where our industry will be in the future, not where our industry is currently.

In May of 2011, SMMC officially partnered with Studer Group through a Quorum Health Resources strategic service partnership. Knowing that successful organizations must prepare for where our industry will be in the future, not where the industry is currently, SMMC’s Board of Directors, Medical Staff, Management, Staff, Volunteers and Key Stakeholders embarked on an in-depth strategic planning process. SMMC’s Vision, Mission, and Strategic Initiatives were formulated around Studer’s five pillars of excellence; People, Service, Quality, Finance and Growth. Shortly after finalizing the strategic plan, SMMC commenced cascading specific goals and initiatives throughout the organization. SMMC has stayed focused and aligned on the strategic plan and realized significant improvement in patient satisfaction, employee satisfaction, service, quality outcomes and growth.

One of the most significant Must Haves SMMC utilizes is AIDET® A simple acronym for (Acknowledge, Introduce, Duration, Explanation & Thank You). AIDET represents a powerful technique to communicate with individuals who are often nervous, anxious, and feeling vulnerable. SMMC introduced AIDET in January 2013 and AIDET validations were completed March 2013. All new employees are introduced to AIDET® at New Employee Orientation. Managers are tasked with assuring their employees training completion, observing each employee performing AIDET at least twice and validating their technique. SMMC utilizes a skills laboratory to validate AIDET techniques for staff and managers. SMMC Board Members and Volunteers are invited to participate in the process by role playing the patient. This not only emphasizes the organization’s commitment to the validation process but also provides Board members and Volunteers opportunities to interact with staff and become educated on the validation process. AIDET is not only a proven technique that has allowed SMMC’s trained health care professionals to share their experience, knowledge, and training but AIDET has also been key in SMMC far outpacing the national average in improvement of patient perception of care results.

As SMMC prepares for future opportunities and challenges, we are committed to service excellence, making decisions based on what is best for our patients and community and living our mission of delivering compassionate healthcare every day.
Abner King
Chief Operating Officer

Greg Hexem
Chief Financial Officer

Stephanie Orr
Chief Nursing Officer

MISSION
To Deliver Compassionate Healthcare

VISION
SMMC is driven by a vision of service and organizational excellence. In achieving this vision, SMMC will be the first choice for healthcare services for the residents and visitors of the Salmon/Lemhi Valleys and surrounding areas.

VALUES
S-P-I-R-I-T
Service
Pride
Integrity
Respect
Involvement in the Community
Teamwork
The Board of Directors are a group of local residents with diverse backgrounds, entrusted with the governance of Steele Memorial Medical Center by the Lemhi County Commissioners.

In October of 2013, Dennis Lile was elected Chair; Kimberly Nelson was elected Vice Chair; and Kristin Troy was elected as Secretary/Treasurer. Under their combined leadership, the Board accomplished several tasks including:

- Approval for the capital purchase to replace the current fluoroscopy machine in the Radiology department.
- Approval to enter into a contract with Providence Health Systems to engage in the EPIC EHR system.
- The Board of Directors approved a contribution of $17,000 to the Steele Memorial Foundation 2012-2013 Annual Campaign.
- Payment of $232,000 to fulfill Steele Memorial Medical Center’s annual hospital bond obligation.
- Approval for the capital purchase Sysmex XT 4000 Hematology Analyzer in the Lab department.
- Approval of the 2014 – 2016 Strategic Plan.
- Election of Cori Allen and Dennis Lile each for a 3-year term to the Board of Directors.
- Approval of several provider appointments including Clare York, PA-C and Heather Whitson, PA-C.

Pictured on the left is the Board approved Sysmex XT 4000 Hematology Analyzer for the Laboratory department. Pictured on the right is the new Toshiba Flouroscopy machine for the Radiology department.
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#### Financials

**Change in Net Position**

- **Total Revenues**
- **Total Margin**

**Operating Income**

- **Total Operating Revenues**
- **Operating Margin**

**Net Patient Accounts Receivable**

- **Net Patient Service Revenues / 365**
- **Days in Net Patient Accounts Receivable**

**Current Assets**

- **Current Liabilities**

**Cash + Short Term Investments + Unrestricted Long Term Investments**

- **(Total Expenses - Depreciation) / 365**
- **Days Cash on Hand**

### Financials Details

#### Current Assets

- **Cash and Cash Equivalents**: $5,148,127 vs. $4,109,096
- **Investments in certificates of deposit**: $649,658 vs. $108,906

#### Receivables

- **Patient, net of estimated uncollectibles**: $2,215,771 vs. $2,147,480
- **Other**: $13,062 vs. $22,587
- **Electronic health records incentive payment**: $267,392
- **Estimated third-party payor settlements**: $234,156 vs. $353,063
- **Cash and cash equivalents restricted for debt service**: $445,000 vs. $435,000
- **Inventories**: $653,846 vs. $526,286
- **Prepaid expenses**: $240,121 vs. $238,122

#### Total Current Assets: $9,867,133 vs. $7,940,540

#### Noncurrent Assets

- **Cash and Cash Equivalents**: $185,188 vs. $185,869
- **Restricted for debt service**: $182,483 vs. $169,980
- **Board designated for capital acquisitions**: $1,011,631 vs. $864,098
- **Investments in certificates of deposit**: $256,591 vs. $794,153
- **Deferred financing costs**: $196,502 vs. $210,621
- **Investment in Yellowstone Insurance Exchange**: $180,939 vs. $155,709
- **Capital assets, net**: $10,962,650 vs. $10,475,348

#### Total Noncurrent Assets: $12,975,984 vs. $12,855,778

#### Total Assets: $22,843,117 vs. $20,568,964

#### Current Liabilities

- **Current maturities of long-term debt**: $576,954 vs. $643,900
- **Accounts payable**: $898,383 vs. $705,490
- **Estimated third-party payor settlements**: $528,043 vs. $413,334
- **Accrued Expenses**: $895,771 vs. $828,003

#### Total Current Liabilities: $2,923,868 vs. $2,616,169

#### Long-term debt, less current maturities: $7,898,928 vs. $7,881,396

#### Total Liabilities: $10,822,796 vs. $10,497,565

#### Invested in capital assets, net of related debt: $2,843,741 vs. $2,321,100

#### Restricted for debt service: $627,483 vs. $604,980

#### Unrestricted: $8,549,097 vs. $7,145,319

#### Total Net Position: $12,020,321 vs. $10,071,399

#### Total Liabilities and Net Assets: $22,843,117 vs. $20,568,964
<table>
<thead>
<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
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*Data Source: The PressGaney (PG) database (DB) which is the largest comparative patient feedback containing real time data from more hospitals than any other HCAHPS vendor in the nation. Data current from 1/2013 - 12/2013.
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Since the end of October 2012, SMMC Surgery department continues to increase the number of surgeries performed at our facility. Currently, SMMC offers a variety of surgeries including Dental Surgery, General Surgery, Gynecological Surgery, Ophthalmic Surgery, Orthopedic Surgery, Plastic Surgery and Podiatric Surgery.

SMMC continues to support community programs including Development Workshop, LCEDA, Lemhi Valley Ride, Mahoney House, Salmon Arts Council, Salmon Baseball, Salmon Boosters Club and the Salmon Hockey Association to name a few.

SMMC Emergency department maintains consistency over a three year period relating to patient transfer rates. Currently, only an average of 4% of all Emergency department patients are transferred.
JANUARY 2013

STEEL MEMORIAL MEDICAL CENTER UPGRADES ITS FLUOROSCOPY MACHINE

The Board of Directors approved the purchase of a Toshiba Fluoroscopy Machine in January. This machine uses x-rays to obtain real-time moving images of the patient’s body. Common procedures performed by this unit include:

- Barium Enema
- Joint Arthrograms
- PICC Line Placement
- Upper GI Series
- Barium Swallow
- Modified Barium Swallow
- Therapeutic Joint Injections

Having this unit at SMMC is a great asset to the community by allowing us to perform these procedures here in Salmon in a fully digital format. This unit reduces patient radiation dose, decreases procedure time and allows us to share digital imaging with other facilities.

APRIL 2013

STEEL MEMORIAL MEDICAL CENTER WELCOMES HEATHER WHITSON, PA-C

Heather is a hometown girl, born and raised in Salmon, ID. She attended Boise State University where she earned a Bachelor’s degree in Health Promotion and a second degree in Health Science. In 2009, Heather participated in a humanitarian mission, delivering medical care to the under-served country of Peru. In 2010, she attended Idaho State University and earned a Masters in Physician Assistant studies.

MAY 2013

STEEL MEMORIAL MEDICAL CENTER AWARDED TOP PARTNER HOSPITAL IN LEADER EVALUATION MANAGER (LEM)

Debbie Caskey announces, “We have an internal Leader Evaluation Manager (LEM) SWAT Team that is reviewing all partners’ LEM execution. They look at several criteria including compliance with data entry, 90 day plans and % utilization of goal templates. I’m excited to tell you that out of ALL *Studer Group partners, Steele ranked the highest!! Kelly Dickey one of our LEM Specialist has put together a case study of your LEM. We would like your permission to use this with other partners to show what “right” looks like.” *Studer Group works with over 850 healthcare organizations throughout the US and other countries.

JUNE 2013

STEEL MEMORIAL MEDICAL CENTER AWARDED THE BEST OVERALL PERFORMANCE AS A CRITICAL ACCESS HOSPITAL BY QUORUM HEALTH RESOURCES

Quorum Health Resources (QHR) announced the winners of the 2013 Overall Performance Awards at its Annual Leadership Conference on June 12, 2013 in Franklin, Tennessee QHR presented the 2013 Best Overall Performance honors for its top performing client hospitals. Steele Memorial Medical Center (SMMC) received the award for Best Overall Performance as a Critical Access Hospital.

“Hospitals are being challenged like never before to maintain their performance. It is an honor for SMMC to receive this award and serve as a role model for other hospitals,” said SMMC Board Chair, Dennis Lile. Jeff Hill,
SMMC CEO stated “This award is reflective of SMMC’s team focus on providing compassionate care and commitment to clinical and service excellence. This recognition would not have been possible without the combined efforts and dedication of our Employees, Providers, Auxiliary, Foundation and Board.” QHR provides independent hospitals and health systems with administrative support services, consulting, education and training programs.

**JULY 2013**

**Steele Memorial Medical Center Welcomes Clare York, PA-C**

Clare received her undergraduate degree from California State Polytechnic University majoring in Biology and minoring in Zoology. In 2000, she graduated from the University of Iowa College of Medicine with a Master’s Degree in Physician Assistant Studies. Her previous work experience includes: preventative medicine, surgery and emergency medicine/urgent care.

**JULY 2013**

**Steele Memorial Medical Center Purchases a Sysmex XT 4000 Hematology Analyzer for the Lab Department**

As laboratory instruments age, it becomes necessary to replace them not only because of advances in technology but increased maintenance costs due to normal wear and tear leading to additional downtime. Downtime is avoided as much as possible so that our medical providers can count on having test results when they need them. For this reason, we purchased a new XT 4000 hematology analyzer in 2013. One of the benefits of this machine includes less overall routine maintenance freeing up time for lab technicians to concentrate on reporting accurate results in a timely manner. With improved result times, patients also receive results faster, decreasing patient anxiety and worry.

**NOVEMBER 2013**

**Steele Memorial Medical Center Receives Press Ganey 2013 Guardian of Excellence Award for Achieving 95th Percentile in Patient Satisfaction**

Steele Memorial Medical Center is proud to announce it has been named a 2013 Guardian of Excellence Award winner by Press Ganey Associates, Inc. The Guardian of Excellence Award recognizes top-performing facilities that consistently achieved the 95th percentile of performance in Patient Satisfaction. The Press Ganey Guardian of Excellence Award is a health care industry symbol of achievement. Fewer than 5% of all Press Ganey clients reach this threshold and consistently maintain it for the one year reporting period. Press Ganey partners with more than 10,000 health care facilities, including more than half of all U.S. hospitals, to measure and improve the patient experience.

“We are proud to partner with Steele Memorial Medical Center,” said Patrick T. Ryan, CEO of Press Ganey. “Achieving this level of excellence reflects the organization’s commitment to delivering outstanding service and quality. SMMC’s efforts benefit patients in Salmon and will lead to improved patient experiences.”

According to Dennis Lile, SMMC Board Chair, the award represents an important recognition from the industry’s leader in measuring, understanding and improving the patient experience. Jeff Hill, SMMC CEO stated “This award is reflective of SMMC’s team focus on providing compassionate care and commitment to clinical and service excellence. This recognition would not have been possible without the combined efforts and dedication of our Employees, Providers, Auxiliary, Foundation and Board.”
How Do We Provide these Services?

Steele Memorial Medical Center (SMMC) began offering both on site and telemedicine oncology services in February of 2010. This was possible through a partnership with Portneuf Medical Center and The Idaho Hospital Cooperative. Steele Memorial Medical Center was the first hospital in Southeast Idaho to establish a telehealth program.

Telehealth also known as Telemedicine, is the use of sophisticated, secure electronic communications to connect health professionals and patients in rural areas by support of long-distance clinical health care. Telemedicine is an interactive monitor that uses both audio and visual to connect the patient with the physician over a secure internet connection. Through telemedicine, patients at SMMC are able to stay in the community for both their oncology appointment as well as their chemotherapy transfusion.

Dr. Francisco, MD has been working with patients at SMMC since September of 2010. He travels to Salmon monthly to meet with patients and also sees patients via telehealth on a regular basis.

Who Provides these Services?

Oncologist

Dr. Michael Francisco, MD an east coast native, predominately the New York region, relocated to Pocatello, ID in the early 90’s when he joined the Pocatello Clinic of Internal Medicine. He established a full-time practice with the Portneuf Cancer Center in January 2005.

He completed undergraduate studies at State University of New York at Potsdam, New York, majoring in biology. He attended medical school at the University of Liege in Belgium. This was followed by an internal medicine residency at Bridgeport Hospital in Bridgeport, Connecticut. Dr. Francisco was a fellow in hematology and oncology at the University of Massachusetts Medical Center, Worcester, Massachusetts prior to moving to Pocatello.

Dr. Francisco is board-certified in internal medicine, hematology and oncology. From 1995-1996 he served as the Chief of Medicine for Bannock Regional Medical Center and Medical Director of the Portneuf Cancer Center in 2007.

He, his wife and two children are an avid outdoor family that enjoys tennis, skiing and gardening. One of Dr. Francisco’s real passions in life is raising St. Bernards in addition to owning a loving pet Dachshund.

Out-Patient Clinic

Sue Eder, Registered Cardiac Sonographer and Certified Nurse’s Aid is the Specialty Clinic Outpatient Coordinator working for SMMC since 2003. Sue works closely with Portneuf Medical Center, Dr. Francisco, pharmacy and the nursing staff to coordinate telemedicine visits and infusions.
NURSING STAFF

The oncology nurses at SMMC complete a chemotherapy and biotherapy certification course to gain competence in chemotherapy administration. This certificate is renewed every 2 years to reinforce critical information for safe administration and management of acute side effects and adverse events related to chemotherapy and biotherapy administration. This training also includes patient education in all aspects of care including spiritual, nutritional, sensitivities and information on specific chemotherapy agents. Our nurses also draw blood for weekly lab tests saving the patient a trip to the laboratory department.

PHARMACY

Our highly experienced Pharmacy staff takes great pride in the health and safety of our chemotherapy patients. The pharmacy staff works closely with Dr. Francisco, laboratory staff, nursing staff and the patient to coordinate chemotherapy infusions. Chemotherapy infusions are scheduled weekly on the 2nd floor of the hospital. The pharmacy staff checks the patients’ chemotherapy regimens with the national standard of care to ensure that the patient’s chemotherapy is safe. They may adjust your chemotherapy regimens when lab testing is not optimal for the patient or if the patient is not feeling well. Curing cancer is not all about chemotherapy infusions. Our staff helps patients deal with difficult times by coordinating chemotherapy infusions, lab draws, maintenance therapy, pain management and palliative care. SMMC staff and providers are committed to helping our patients through this difficult time in their lives.

LABORATORY

The Laboratory at SMMC is able to accommodate our oncology patients receiving infusion therapy by providing same day laboratory results. Typically, patients come in and have their laboratory tests completed on the same day as their chemotherapy or doctor’s appointment, minimizing their visits to the hospital.

MEDICAL IMAGING

SMMC’s Medical Imaging department provides a full array of imaging studies for our patients. We have a Toshiba 80-slice CT scanner with low dose radiation technology and a Hologic Selenia Digital Mammography unit to aid in the diagnosis and follow up care of oncology patients. The new CT scanner allows us to deliver the highest image quality at the lowest possible radiation exposure. The reduction in radiation exposure and potential side effects dramatically improves the safety of our patients. We also provide MRI, ultrasound, general radiography, fluoroscopy and DXA services to the community.

Our dedicated pharmacy staff will work one on one with each and every patient to ensure an optimal level of patient comfort.
**Why choose SMMC oncology services:**

- Competent and experienced providers and staff.
- Rural patients can easily obtain specialty services such as oncology via telemedicine.
- Patients can be diagnosed, treated earlier and remain closer to home which can contribute to improved outcomes and less costly treatments.
- Rural patients can stay in their local communities and not travel long distances. Travel can be difficult during bad weather and uncomfortable for patients undergoing treatment.
- Transportation savings is significant to patients who would otherwise need to commute to an urban location saving on fuel costs and wear and tear on the vehicle.
- Minimizes missed work for patients who would otherwise need to undertake a lengthy commute to an urban location.
- Rural patients traveling long distances to an urban location often need to stay in a hotel or travel after treatments.

In January of 2013, I entered Steele Memorial Medical Center for a routine colonoscopy. I was diagnosed with colon cancer and following surgery was sent to Pocatello. Dr. Francisco my oncologist, informed me that I would need chemotherapy. I had several choices as to where to go for treatment. I spoke to several people who had their chemo at Steele Memorial and decided it would be so much easier for me. I am so glad I made this decision. I found my experience at Steele Memorial very professional, friendly and caring. I would recommend Steele Memorial to anyone needing treatment. Thanks to everyone who was involved with my treatment.

Sherry Dunbar
Salmon, ID

**Frequently Asked Questions**

**Will I need to travel to Portneuf Medical Center in Pocatello?**

- Yes. Your first chemotherapy infusion is administered at Portneuf Medical Center in the presence of Dr. Francisco and his oncology team. They prefer to explain risks and side effects in person and monitor you during your first infusion. After the first initial treatment, all other infusions and treatments including laboratory draws are performed solely at SMMC.

**May I have my port placement at Steele Memorial Medical Center?**

- Yes. Dr. Deutchman, Board Certified General Surgeon, places port-a-caths, central lines, and PICC lines (peripherally inserted central catheter) on an outpatient basis.
- During cancer treatment, your health care team often needs access to your veins to provide treatments such as chemotherapy, blood transfusions, antibiotics or intravenous (IV) fluids. They may also need to take samples of your blood for testing. To make these procedures easier, your doctor may recommend inserting a special medical device called a catheter or a port.
**What if I have side effects to my chemotherapy infusion?**

Our pharmacist and nurses are trained to identify side effects and report them to Dr. Francisco right away. Dr. Francisco is available by phone for any questions or concerns during or after infusions. SMMC also has a primary care provider on call 24 hours as well as a 24/7 Emergency Physician on site that can give immediate treatment if necessary.

**Where do I have my infusions?**

Chemotherapy is provided on an outpatient basis at SMMC. Our patients are offered a private room with a bathroom and television. Patients have the choice of either a recliner chair or patient bed for comfort during the transfusion. These private rooms provide a relaxing restful environment.

**Is radiation therapy offered at SMMC?**

No. Radiation therapy is not offered at this time but is offered at the Portneuf Medical Center.

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I received chemotherapy treatment at Steele Memorial Medical Center. The type of cancer that I had was Hodgkin's Lymphoma; two lumps on my neck which were in stage one. I received six chemotherapy treatments at the hospital here in Salmon. The individuals, nurses, who administered the chemo drugs, did an outstanding job. They were very caring, professional and everyone at the hospital who helped me through this did a wonderful job. I would like to thank the doctors, nurses and everyone who helped in my recovery from cancer.

Thank you!

Verl Armstrong
Salmon, ID
Knee arthritis is one of the common problems I see in my practice. I have noticed that there are some questions that seem to come up over and over, below are the answers to these frequently asked questions. Please remember that every individual's situation is unique and if you are seen in our office, you will have your specific problems and questions addressed.

Q&A with Dr. Gregory Behm

“**Doc, my knee hurts. It must be arthritis, right?**”: The term “arthritis” is often used as shorthand for the term “osteoarthritis”. A lot of things can make a knee hurt including arthritis, but not all pain in the knee is arthritis. Arthritis (osteoarthritis) is the loss of the articular cartilage from the ends of the bones in the knee. The smooth, white surface you see on the end of a chicken bone is articular cartilage. When it is gone from the knee, it is similar to losing the Teflon from a frying pan. Instead of being smooth, slippery and painless it becomes rough, bumpy and painful. A thorough physical exam, possibly x-rays and/or an MRI will be needed to determine what is causing the knee pain and to customize a treatment plan.

“How can I fix the arthritis in my knee?”: Treating arthritis is very different from many of the problems you go to the doctor to correct. For example, if someone has pain from a bladder infection, the doctor doesn’t just give that person medicine for the pain. Instead, they are put on the correct medicine(s) to eliminate the infection and the pain goes away. Since arthritis is the loss of cartilage from the knee and there is no way to put cartilage back into a knee, there is no way to truly “fix” the problem. Instead, with arthritis, the focus is on just controlling the pain by either non-surgical methods or with knee replacement.

“**Can’t you just go in there and cut the spurs out to fix my knee?**”: Spurs in an arthritic knee are rarely the cause of the pain. Instead, they come from the knee trying to make up for the loss of cartilage. In other words, spurs are a symptom of the arthritis not the cause of the arthritis. As a result, just removing the spurs is unlikely to help.
I KNOW I HAVE BONE-ON-BONE IN MY KNEE, DOC, I GUESS THAT MEANS IT’S TIME FOR A KNEE REPLACEMENT, RIGHT?:

The answer is maybe. Fortunately, there are many options for knee arthritis other than surgery. Options include living with the pain if it is not too bad, physical therapy to strengthen the supporting muscles, use of walking aids such as trekking poles/canes/grocery carts/etc., knee bracing, occasional steroid “cortisone” injections, anti-inflammator/acetaminophen and injection of a material derived from rooster combs. In my mind, surgery should be the last option. If someone can control their pain without surgery, they should keep doing that.

“SINCE I HAVE ARTHRITIS, WILL I WEAR MY KNEE OUT BY WALKING ON IT?”:

The best answer to this is maybe. Arthritis can worsen rapidly and lead to increased pain. However, sometimes even very bad arthritis will remain relatively pain free for years. A better question is, “if I can put up with the pain or control it without surgery, am I losing the chance to have a knee replacement in the future?” The answer to that question is no.

“How long will it take for me to rehabilitate my knee replacement (TKA)?”:

That depends on what you consider to be recovered. Typically, a patient is up walking on their new knee the day of surgery. Most go home from the hospital in 2-4 days. Physical therapy is 2-3 times per week for the first 2-4 weeks and then it varies depending on how well the patient is doing with therapy and how hard they are working on their home exercises. Patients typically return to jobs that require a lot of time on their feet in 6-10 weeks and sooner if they have a desk job. However, to completely be done with recovery and have all of their strength back may take 12-18 months depending on how weak they became before surgery and other medical issues they may be dealing with.

“What about a partial knee replacement?”:

Partial knee replacement outcomes have been improving over the last several years. Some implants have had good short term success. However, their success has been limited to candidates who have cartilage loss in just one part of the knee. Since most people with arthritis have cartilage loss in more than one part of the knee, very few people are candidates for this procedure.

“How long will my knee replacement last?”:

The real answer to that question is no one knows. There have been some exciting developments in the materials used to make knee replacement components that suggest that some knee replacements may last 30 years or more. However, even a great knee replacement can fall victim to fracture, infection or something else that shortens its effective life.

“How do you replace the knee cap?”:

The knee cap is not truly replaced as part of the procedure. The technical term used to describe what is done is “resurfacing”. Basically, a very special plastic device is put on the back of the knee cap to replace the lost cartilage.

Obviously, there is a lot more to knee arthritis than I have covered here. When a patient comes to see us, we do everything we can to answer all their questions while developing a treatment plan that’s best for them. To schedule an appointment with Dr. Gregory Behm, please call 208-756-5790.
OUTPATIENT CLINIC SERVICES

The OUTPATIENT SPECIALTY CLINIC is an ever-expanding group of specialists, many of whom travel to Salmon to care for our patients. Specialty medical services offered include:

- Cardiology
- Oncology
- Podiatry
- Dermatology
- Plastic Surgery
- Psychiatry

CARDIOLOGY SERVICES: Cardiologists travel from Missoula twice per month to see new patients and schedule follow-up visits for established patients. This service allows our patients to remain in the community for their cardiac care. Specialty medical service offered include:

- Cardiac Sonography Testing
- Evaluation of Pacemaker
- Peripheral Artery Testing (PADNET’s)
- Cardio-Versions
- Examined Automatic Internal Cardiac Defibrillators (AICD)
- Stress Echo Cardiograms

DERMATOLOGY SERVICES:

- Evaluations
- Melanoma
- Minor surgical removal of skin lesions
- Mole removals

ONCOLOGY SERVICES:

- Chemotherapy treatment
- Consultations
- Telemedicine services via web

PLASTIC SURGERY: Surgical and non-surgical enhancement procedures and complex surgical repairs.

PODIATRY SERVICES:

- Consults
- Orthotics
- Surgical procedures

TELEPSYCHIATRY: is a service offered to our patients, which again allows our patients to remain in the community for their mental health care. These services are provided by a Board Certified Psychiatrist.
HIGHLY SKILLED COMPASSIONATE PROVIDERS

Steele Memorial Medical Center is privileged to employ a team of highly skilled, knowledgeable and compassionate health care providers. The Lemhi area has so many activities to offer including hiking, skiing, mountain biking, backpacking, hunting, fishing, river rafting, boating and camping to name a few. Our nine providers offer a vast array of knowledge with a combination of fourteen Bachelors degrees, five Masters degrees and six Doctorate degrees. All of our physicians are Board Certified in their practice. Throughout the next few pages, you will read short synopsizes of our provider specialties and biographies.

ADAM DEUTCHMAN, MD, FACS joined the Steele Memorial Medical Center team in June of 2004. Dr. Deutchman earned his medical degree in 1989 from University of Colorado Health Science Center School of Medicine. In 1995, he became Board Certified in General Surgery.

- Adult circumcision
- Appendectomy
- Breast biopsy
- Breast cancer care
- Burn care
- Cholecystectomy - gallbladder removal
- Colon cancer screening
- Colon cancer treatment
- Colon polyp removal
- Colonoscopy
- Complex laceration repair
- Free skin graft
- Hemorrhoidectomy - removal of hemorrhoids
- Hernia repair
- Inguinal hernia repair
- Intestinal foreign body removal
- Laparoscopic surgery
- Mastectomy
- Minimally invasive surgery
- Partial colectomy - partial
- Placement of long-term intravenous catheters
- Prostatectomy - removal of the prostate gland
- Skin cancer removal
- Skin cancer treatment
- Soft tissue foreign body removal
- Surgical treatment of thyroid cancer
- Thyroid cancer care
- Trauma care
- Upper endoscopy
- Vasectomy
Samuel Gardner, DO joined the Steele Memorial Medical Center team in July of 1997. Dr. Gardner earned his medical degree in Family Medicine from Des Moines University. In 1997, he became Board Certified in Family Medicine.

Common procedures performed and areas of expertise include:

- Gynecology
- Incision & drainage of abscesses
- Ingrown toenail removal
- IUD insertion & removal
- Joint injections
- Laceration repair
- Newborn & well-child care
- Obstetrics
- Ongoing care of chronic problems
- Pain management
- Pap smears
- Physical exams for sports, school & summer camp
- Preventive care, health screening & physical exams for individuals of all ages
- Punch biopsy
- Sebaceous cyst removal
- Skin tag removal
- Sleep disorders
- Splinting
- Treatment for GERD
- Treatment of diabetes
- Treatment of high blood pressure
- Tympanometry

Suzanne Nebeker, NP joined the Steele Memorial Medical Center team in September of 1999. Suzanne earned her Masters in Nursing from Bringham Young University and a Post Masters Certificate in Nursing from Graceland College.

Common procedures performed and areas of expertise include:

- Joint injections
- Laceration repair
- Nasolaryngoscopy
- Newborn & well-child care
- Obstetrics
- Ongoing care of chronic problems
- Pain management
- Pap smears
- Physical exams for sports, school & summer camp
- Preventive care, health screening & physical exams for individuals of all ages
- Punch biopsy
- Removal of lipoma
- Sebaceous cyst removal
- Skin cancer removal
- Skin tag removal
- Spirometry
- Splinting
- Treatment of asthma
- Treatment of chronic obstructive pulmonary disease (COPD)
- Treatment of congestive heart failure
- Treatment of diabetes
- Treatment of heart disease
- Treatment of high blood pressure
- Treatment of hypertension
- Treatment of juvenile diabetes
- Tympanometry
Heather Whitson, PA joined the Steele Memorial Medical Center team in April of 2013. Heather earned her Masters in Physician Assistant studies in 2010 from Idaho State University.

Common procedures performed and areas of expertise include:
- Ingrown toenail removal
- Joint injections
- Laceration repair
- Newborn & well-child care
- Ongoing care of chronic problems
- Pain management
- Pap smears
- Physical exams for sports, school & summer camp
- Preventive care, health screening & physical exams for individuals of all ages
- Punch biopsy
- Sebaceous cyst removal
- Skin tag removal
- Splinting
- Treatment of asthma
- Treatment of chronic obstructive pulmonary disease (COPD)
- Treatment of congestive heart failure
- Treatment of diabetes
- Treatment of heart disease
- Treatment of high blood pressure
- Treatment of hypertension
- Treatment of juvenile diabetes
- Tympanometry

Clare York, PA joined the Steele Memorial Medical Center team in July of 2013. Clare earned her Master's Degree in Physician Assistant Studies in 2000 from the University of Iowa College of Medicine.

Common procedures performed and areas of expertise include:
- Incision & drainage of abscesses
- Ingrown toenail removal
- Joint injections
- Laceration repair
- Newborn & well-child care
- Ongoing care of chronic problems
- Pain management
- Pap smears
- Physical exams for sports, school & summer camp
- Preventive care, health screening & physical exams for individuals of all ages
- Punch biopsy
- Sebaceous cyst removal
- Skin cancer removal
- Skin tag removal
- Splinting
- Treatment of diabetes
- Treatment of high blood pressure
Gregory Behm, MD was born in the rural industrial town of Corning, New York along with his two brothers and sister. His father worked as a shift foreman for Corning Glass Works and later in his career moved into a Board of Directors position, which kept him traveling up to six months of the year. His mother was a housewife and part time choir director for the church. As choir director, she greatly influenced the family musically with young Greg joining the church choir in the 3rd grade.

Dr. Behm attended Cornell University in Ithaca, New York, while at Cornell he received an invitation to attend the 1980 Olympic trials for rowing and made the final cut. He graduated in 1983 with a degree in Chemical Engineering and went to work for DuPont Corporation. After nine years as a Chemical Engineer for DuPont, he decided to turn his talents toward medicine and enrolled at the University of Nebraska Medical Center and graduated first in his class. After graduation, he was chosen as one of eight students accepted out of 500 applicants to attend the residency program at the world renowned Campbell Clinic in Memphis, Tennessee, the first orthopedic residency program of its kind. Campbell Clinic Orthopaedics provided hands on experience and training. He says “There was a balance to the program, by receiving training in the different departments of the trauma center, pediatric center, surgery and clinic”. His residency included working at Le Bonheur Children’s Hospital, the pediatric trauma and orthopedic centers where he saw many childhood disorders. He also worked at the Elvis Presley Memorial Trauma Center in Memphis, one of the busiest trauma centers in the country at that time.

Following his Residency program he moved to Glendive, Montana to start his first practice in 1999. After seven years, the Behm’s moved to Hamilton, Montana and opened Ravalli Orthopedics & Sports Medicine Clinic (ROSM). In 2011, he accepted the offer to provide orthopedic surgery services at Steele Memorial Medical Center (SMMC) in Salmon, Idaho. The ROSM main office is still in Hamilton, but Dr. Behm is doing the vast majority of his surgeries at SMMC. About 40% of the surgeries he performs at SMMC are persons outside of the Salmon area.

Dr. Behm is Board Certified in General Orthopedics and Orthopedic Sports Medicine. He offers a wide range of general orthopedic services and performs Birmingham Hip Resurfacing (BHR) procedures, a technologically advanced surgical procedure that resurfaces rather than replaces the end of the femur bone. The manufacturer of the BHR product has ranked Dr. Behm as number 40 in the United States for the number of BHR procedures completed. Patients come to SMMC from all over the western states including many cities in Montana and Idaho. He says “It’s pretty incredible for the BHR procedure to be completed in the small town of Salmon, Idaho. It’s a real honor to have folks make the 200 to 300 mile drive to have me perform surgery.” In addition to performing 309 procedures this year, he serves as a Board Medical Examiner who authorizes Board Certifications to Orthopedic Physicians. This panel consists of approximately 160 surgeons.

When asked why he practices in Salmon, he stated, “I’ve always wanted to practice in a small town and go where my skills are needed.” His take-away from the Campbell Clinic was, “To be well trained and gain the skills to take the big city surgeries to rural America. I appreciate working at SMMC because the culture fits my beliefs, which are taking care of each other as if we are each other’s customers and that we are all here for the same purpose which is to take care of patients. It’s nice to be a part of a culture where everyone has the same thought process from housekeeping to nursing staff. No one needs to be reminded of why they come to work every day.” The support he and his family have received from the hospital has been very positive and he would like to continue being supportive of SMMC. Dr. Behm says, “The fun thing about orthopedics and surgery is using anatomy to gain access to what you need to work on and the puzzle as to how you get there and what you do when you get there. It’s the challenge of dealing with all the different anatomy that I really enjoy the most.” His largest reward is, “Getting people better and having his patients leave the office with a smile on their face.”

He met his wife Beth while they both attended Corning High School. They have three children, of who they are very proud. Their eldest son Christopher is a West Point Graduate and currently a Captain in the Army serving at Fort Carson, Colorado Springs, Colorado. Nicholas, the middle son is a Systems Biomedical Engineer and lives in Minneapolis, Minnesota. Joshua, the youngest attends Montana State University, majoring in computer science and minoring in vocals and music (following the family musical trait!). He lists his children as his and Beth’s greatest accomplishment by stating, “They are the best things Beth and I have done and we also have the two best daughter
Dr. Behm's hobbies include reading, music, cooking with his wife Beth and enjoying family activities. He is an avid skier and serves on the Lost Trail Ski Patrol as an ad hoc Medical Advisor. He and Beth delight in supporting the community and he describes himself as a concerned citizen keeping informed on what's happening in the country, the choices our government makes and how those choices affect us.

His message to the community is: “Try not to get hurt so you do not have to come see me, but I'm here and happy to help if you do.”

Richard Natelson, MD grew up in the small town of Stony Point, New York with his parents and brother. His father was a country doctor whose practice was attached to their home, while his mother ran the household. His brother was a law professor at the University of Montana, retired to live in Denver and is considered to be one of the top constitutional lawyers in the country.

Rich attended Moravian College in Bethlehem, Pennsylvania receiving his undergraduate degree in German. His graduate degree in Automotive Engineering and Education was received from Utah State University in Logan, Utah. In 1976, he moved to Italy to work for an automotive company. He enjoyed the work, but found his interests gravitating towards medicine. In 1986, he graduated from the University of Palermo, Italy Medical School in Obstetrics and Gynecology. The University of Palermo was officially founded in 1806, but its roots date back to 1498 when medicine and law were taught.

Dr. Natelson tells an interesting story on how he was able to get through medical school. He describes being in a small room with a single light, no windows, text book, notebook, pen and paper. In front of him is a picture of a beautiful mountain scene with the caption, “You Want to Get Here, Study!” That picture of the beautiful vista was taken at the top of Lost Trail Pass looking down on Salmon in the 1970’s! It was meant to be, Dr. Natelson began visiting the Lemhi Valley in 1975 and fell in love with the beautiful surrounding country. From 1999 - 2004, he commuted to Salmon from Kalispell, MT to treat patients in the Steele Memorial Clinic. In 2004, he opened his own practice Richard Natelson, MD in Salmon and later became a full time employee of Steele Memorial Medical Center (SMMC) in 2008.

Dr. Natelson is Board Certified in Obstetrics and Gynecology, he enjoys the primary care of his patients as well as performing surgery. He states “The great thing about working at SMMC is number one, accountability, because we are a small hospital we have the ability to correct problems rapidly. Everyone here has a name, which creates accountability. Number two, is the camaraderie, “It’s one big happy community.” He likes the small, very friendly community because he feels Salmon has values that are disappearing in the bigger cities. Dr. Natelson says, “Another small town advantage is that if I am your OB provider, that 99.9% of time I will be delivering your baby and that just doesn't happen in a large facility.”

He is married to the love of his life, Holly, who is a registered nurse and works for the Salmon School District with underprivileged children. They have two wonderful children, Colton, a senior in high school and Hannah who is in the 8th grade.

Apart from work, his hobbies include skiing with his family, hiking, hunting and of course studying medicine. Dr. Natelson is a true renaissance man, with interests and knowledge covering a wide range of fields, such as flying, automotive, ranching and pyrotechnics.

Dr. Natelson's message to the community is: “You wouldn't drive your car for 100,000 miles without checking the oil, why would you do that to yourself?”
Juanita Erin Swenson, MD grew up in an agricultural suburb of Tampa, Florida with three sisters and a brother. Her mother was a stay at home mom and father worked as a contractor for the family business as well as a Southern Baptist minister. After several years in the contracting business, Erin's father and his brothers bought a wholesale building supply business. The wholesale business currently employs the majority of the Chadwell clan. Dr. Swenson, however, embarked on a different route. Medicine actually was not her first calling; she was a free spirit, enjoyed traveling and initially avoiding math and science classes in school. Her first undergraduate degree came from the University of Tampa, receiving a Bachelor of Arts degree in Communication and Creative Writing which suited her lifestyle at the time. It was during this time that she met her best friend and soul mate, Chris Swenson. The two married shortly after completion of her bachelor's degree and set off to conquer the world through music and writing.

For most of her young adult life, she and her father worked side by side volunteering for medical mission work in Haiti. The father and daughter team spent ten years working on and off in Haiti, experiencing adventures and witnessing incredible sights. After gaining experience from working in the country for several years, Dr. Swenson took on the responsibility of coordinating medical teams. It was through this international work, and the ability to work alongside some amazing women, that she recognized the power of women which helped push her to towards a career in medicine. Dr. Swenson stated she had wanted to be in a position to encourage people and states that “It’s important to be a part of a collective experience and help people along the way.”

In 2005, Dr. Swenson received a Bachelor of Science degree in Biomedical Science followed by a Doctorate in Medicine from the University of South Florida College of Medicine in 2009. She and her husband Chris decided on attending the Family Medicine Residency of Boise through the University of Washington because of its rural appeal. All her life, Dr. Swenson wanted to give back to wherever her skills were needed. After their experience in Haiti, she realized, “We didn’t have to go far to find a place that needed health care. It was in our own backyard so we decided to switch gears and stay in the states to help our brothers and sisters.” She chose family medicine because it offered a full spectrum of rural medicine education.

Through her residency, she and Chris visited Salmon and were awestruck. She states, “Salmon is such a neat and functioning town in the middle of the wilderness.” In 2012, Dr. Swenson accepted the Family Practice position at Steele Memorial Medical Center (SMMC) and became Board Certified in Family Medicine. Dr. Swenson enjoys working at SMMC because of the relationships with patients and colleagues. She feels that this is a growing and positive environment where the hospital supports the physicians and allows the physicians to grow at their own pace. SMMC as a whole is working towards the greater good and wants to serve the community. “The hospital is on the edge of doing great things and there is a great buzz in this medical community. The nurses are really compassionate and excited about what they do, the employees want to make this a better place and everyone is so committed to working together.”

Dr. Swenson feels her work does not define who she is; it’s just a part of what she does. She loves to chase life and push it to the edge and hope it doesn’t push back too hard. She is an avid mountain biker, enjoys camping, hiking, rock climbing, volunteering, downhill skiing, back country skiing and is a regular outdoor enthusiast. Dr. Swenson and her husband Chris volunteer to support local organizations and businesses such as The Hub, Salmon Valley Stewardship and Salmon Search and Rescue. For her work with Salmon Search and Rescue, she received an avalanche level 1 certification and is currently working on avalanche level 2 certification. “The work with Salmon Search and Rescue allows me to explore my love for wilderness medicine, connect with first responders in the community, which provides a forum to continue wilderness education”. She and her husband sit on the board of the Salmon Idaho Mountain Biking Association and are working to build, maintain and improve recreational trail opportunities. Her husband is a volunteer ski patroller at Lost Trail and works as a Physical Therapy Technician with Nan Bryant. Together, they have grown from trying to change the world to supporting and growing local communities.

**Her message to the community is:** “Every life has a unique and special purpose. Never take your life for granted. Find your passion and embrace you life!”
Diane Zavotsky, MD grew up in the small town of South River, New Jersey with her parents and two younger brothers. Her father was an accountant for the United States Post Office. Her mother was a secretary in the army in WWII and a homemaker after the children were born. Dr. Zavotsky is of Polish descent with both maternal and paternal grandparents coming from Poland. She describes her hometown as a suburban environment where you knew nearly everyone in the community. Her very first job was working with Avon at the age of 14 and because of her age she had to have her mother sign a permission slip to allow her to work. She also worked for Rutger’s University doing telephone surveys and later was a telemarketer for a local newspaper.

Dr. Zavotsky received her undergraduate degree in Biology from Colby College in Waterville, Maine. Colby College was founded in 1813 and was the first all-male college in New England to accept female students in 1871. She attended medical school at McGill University in Montreal, Quebec, Canada graduating in 1986 with a doctorate in Family Medicine. McGill is ranked 21st in the world by QS University Rankings.

Following medical school, she served a three year residency at Central Main Medical Center in Lewiston, Main with a focus in Family Medicine. After completing her residency, she served a one year fellowship at Tacoma Family Medicine in Tacoma, Washington focusing on high risk Obstetrics (OB) training. In 1989, Diane became Board Certified in Family Medicine and is an active member of the American Academy of Family Physicians. She enjoys family medicine because she feels, “the human element is far more integrated than other avenues of medicine.”

In 2005, along with her husband and two daughters she moved to Salmon, Idaho and accepted a Family Medicine position at Steele Memorial Medical Center (SMMC). She states, “I chose to practice in Salmon because of the communities support for the new hospital and the commitment SMMC has for staying up to date, continuing to improve, providing the best care possible and always pursuing to raise the bar.” Family Medicine allows her to get to know her patients on a personal level not just on a professional level. “It is important to know your patient and the family history because it plays a vital role in the patients’ health.” OB care is also important to her because it allows her to follow patients from infancy through geriatrics. She appreciates working at SMMC because of the connection with the staff, “It is easier to have that connection with staff because of the limited resources which pulls everyone together to collaborate.” She states, “The providers all work together, it is a collegial atmosphere.” Her favorite SMMC memory is when John Noh cross dressed for the first employee awards banquet she had attended.

Being outdoors is important to Dr. Zavotsky, her hobbies are swimming, hiking, fishing and gardening. For the past two summers, she has participated in the Long Bridge swim which is a one and three quarter mile swim on Lake Pend Oreille in northern Idaho. She practices her swimming at the Salmon City Pool, Williams Lake and Painted Rock Lake.

Apart from work, Dr. Zavotsky describes herself as a mother foremost and secondly as a role model for young women. She enjoys encouraging her children and young women to follow what they want to do, even if it’s not traditional. She would like to continue to be involved with young people even though her children are now attending college.

Dr. Zavotsky’s message to the community is: “There must be a partnership between physician and the patient. It is up to the patient to make healthy choices when it comes to diet, habits and sleep.”
**SPORTS PHYSICALS**
Sports physicals are offered at a discounted rate of $25 for only two days per year. SMMC donates all fees generated from the sports physicals to the Salmon, Carmen and South Lemhi Boosters Clubs.

Register: 208-756-6212  
Cost: $25.00  
When: July and August  
Where: Steele Memorial Clinic

**FLU VACCINATION**
Seasonal flu vaccinations made available for patients 18 and older. Medicare and Medicaid patients are asked to please bring your card(s) for coverage verification.

Register: 208-756-6212  
Cost: $25.00  
When: September - October  
Where: Steele Memorial Clinic & Community Wide

**BRAKE FOR BREAKFAST**
A drive-thru type event, where you receive breakfast, gift and a breast cancer information packet on the go.

Register: N/A  
Cost: Free  
When: First Wednesday in October  
Where: SMMC Parking Lot

**BREAST CANCER AWARENESS WALK AND SILENT AUCTION**
A fun family event where you can walk to celebrate your health. We will take a short walk down Main Street and return to the hospital for refreshments, a tour of our Radiology department and silent auction.

Register: 208-756-6212  
Cost: Free  
When: October  
Where: Hospital Lobby

**HEALTH FAIR**
Free blood pressure check, oxygen saturation test, blood glucose testing and skin cancer screenings. Nine lab tests are offered at reduced prices.

Register: At the event  
Cost: Depends on test  
When: First Friday and Saturday in April  
Where: Steele Memorial Conference Room

**SPORTS MEDICINE PROGRAM**
Juniper McFarlane, PT meets with high school athletes and coaches one day per week and consults on any topic necessary including taping ankles, injuries, exercise programs and return-to-play decisions.

Register: N/A  
Cost: Free  
When: Every Monday  
Where: Salmon High School

**LEMHI COUNTY FAIR INFORMATIONAL BOOTH**
Informational items on services offered at Steele Memorial Hospital and Steele Memorial Clinic.

Register: N/A  
Cost: Free  
When: August (during fair week)  
Where: Commercial Booths (Fair Grounds)

**Wear Red Day**
A fun family event where you can walk to celebrate your heart health or recommit to taking care of yourself. Walk with friends, coworkers or family members. After the walk, you will enjoy lunch and a presentation on us.

Register: 208-756-6212  
Cost: Free  
When: First Friday in February  
Where: Hospital Lobby

**Bat for Breakfast**
A drive-thru type event, where you receive breakfast, gift and a breast cancer information packet on the go.

Register: N/A  
Cost: Free  
When: First Thursday in October  
Where: SMMC Parking Lot

**Turkey Trot**
A 5K or 1 mile fun run family event where you can walk or run to burn off a few extra calories before the big meal.

Register: 208-756-6212  
Cost: Free  
When: Thanksgiving Day  
Where: Different locations each year
TURKEY TROT
A 5k or 1 mile fun run family event where you can walk or run to burn off a few extra calories before the big meal and to enjoy time with family.
Register: 208-756-6212
Cost: TBD
When: Thanksgiving Day
Where: TBD

COMMUNITY HEALTH NIGHT
Informational presentations on varied medical and health topics.
Register: N/A
Cost: Free
When: TBD
Where: Steele Memorial Conference Room

SMOKING CESSATION CLASSES
Educational and support sessions provided by a licensed Respiratory Therapist.
Register: 208-756-5630
Cost: Free
When: By Appointment
Where: Steele Memorial Conference Room

BETTER BREATHERS CLUB
Monthly Chronic Obstructive Pulmonary Disease (COPD) support group.
Register: 208-756-5630
Cost: Free
When: By Appointment
Where: Steele Memorial Conference Room

PROJECT MONARCH
An eight week journey toward a healthy new you, taught by: Elle Deutchman, Adam Deutchman, MD, FACS and Suzanne Nebeker, NP. Develop fresh attitudes and learn innovative tools to battle life stressors!
Register: 208-756-6212
Cost: TBD
When: TBD
Where: Steele Memorial Clinic

CHILDHOOD PREP CLASSES
Join a Registered Nurse for three educational evenings filled with information and techniques to help you prepare for your upcoming birth experience.
Register: 208-756-6212
Cost: Free
When: Offered 3 times a year, 6-8 p.m.
Where: Steele Memorial Conference Room

HEALTH CARE PROFESSIONS & CAREERS
SMMC offers clinical student rotations, job shadowing opportunities as well as attending the Salmon Career Expo and various college/university career fairs.
Register: 208-756-5665
Cost: Free
When: Ongoing
Where: Community Wide

INDUSTRIAL MEDICINE PROGRAM
Workers compensation program allowing injured employees from around the community to receive priority appointments.
Register: 208-756-6212
Cost: N/A
When: Ongoing
Where: Steele Memorial Clinic

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Register: 208-756-6212
Cost: TBD
When: TBD
Where: Steele Memorial Clinic

WOMEN TO WOMEN HEALTH SYMPOSIUM
News and information on women’s health.
Register: 208-756-6212
Cost: Free
When: TBD
Where: Steele Memorial Conference Room

[Clinic/Outreach Programs]
Becky Infanger
Case Management

Sheri Miller
Fiscal Services

Kim Kesi & Libby Brittain
Human Resources

Judi Bailey-Jackson RRT, SMMC’s respiratory therapist and Cardiac/Pulmonary Rehabilitation therapist attended the annual American Association of Cardiovascular and Pulmonary Rehabilitation meeting. She received information on the most up-to-date methods for empowering patients to recover from a cardiac event and/or improve their skills in living with chronic lung disease. In light of this information, additional screening tools will be added to the interview process to aide in the development of the Individualized Treatment Plan. This information will also assist in fulfilling the Medicare-required documentation.

Facilitating lifestyle changes and educating patients and their families is an important aspect of cardiopulmonary rehabilitation. Current trends in healthcare encourage people of all ages to receive education and develop healthy lifestyles to prevent health problems before they arise. With programs such as the free tobacco cessation class, the Cardiopulmonary department and SMMC are working together to provide community wellness and disease-prevention programs for our community.

During the past year, the Emergency department (ED) staff has mastered the art of using AIDET (Acknowledge, Introduce, Duration, Explain and Thank You) with each patient. As a result, according to Press Ganey surveys sent out to our patients, the department receives excellent scores. We have exceeded the top box scores of 95% of all hospitals in the Press Ganey database. We have emphasized the ‘D’.

The Dietary department has made great changes in 2013. Patients that are not on restrictive diets are now offered a choice of meals from a restaurant-style menu as well as a daily special. Orders are taken ahead of time and meals are cooked to order and delivered to the patient’s bedside. Heart-healthy meals are clearly marked for those patients looking to make lifestyle changes.

Additionally, the Dietary Services department deployed a new plating system. The system improves the quality, appeal and presentation of patient meals by keeping hot food hot. This system has dramatically reduced heat loss between plating and final delivery to the bedside. As always, we serve breakfast and lunch to the general public as well as our guests, visitors and staff during weekdays.

Emergency Department Receives The Guardian of Service Excellence Award

Dietary Department Improves Patient Menu
Cardiopulmonary Department Implements New Practices
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and ‘E’ of AIDET, informing patients how long they will have to wait, for example: from admissions, to when the doctor will be in and length of time for lab test results or x-ray results. We also explain/educate why things are done the way they are. Patients have let us know they appreciate the extra information.

Doctors Hayward, Phelps, Dye and Redd have a combined total of over 100 years of experience in the emergency room. The nursing staff: Gina, Janoa, Jayme, Elly, Ray and Jean also have over 100 years of experience. The registration staff (ESTs) April, Debbie, Reba, Chelsea, Becca and Johnna have over 50 years of experience.

In November 2013, I was privileged to represent SMMC at the Press Ganey national conference in Orlando, Florida to accept the Guardian of Service Excellence award. This award is given to hospitals that achieve scores over 95% for one year. The staff at SMMC emergency room truly care about their patients and strive to make the patients unexpected visit to the ER as un-traumatic as possible. If the ER is the “front door” to patient care, our “front door” is truly exceptional says Jean Anders, ED Manager.

The primary role of the Engineering department is to provide a safe environment for patients, visitors, and staff. Scheduled maintenance on buildings and equipment insures reliability and mitigates costly repairs. Maintenance of grounds and snow and ice removal assure safe access throughout our campus.

In 2013, the Engineering department upgraded to automated controls for our domestic hot water boilers to increase their efficiency and performance. This project significantly reduced SMMC’s propane consumption. Steele Memorial Medical Center consumes 12% less electricity per square foot than the average U.S. hospital. Reduced energy costs improve the financial viability of SMMC and allow us to continue providing affordable quality healthcare into the future.

Also in 2013, the Engineering department installed an additional 14 electronic card-access door controls to improve the safety and security of our patients, visitors and staff.
ENVIRONMENTAL SERVICES IMPROVE CLEANLINESS SCORES
The Environmental Services department ensures that our staff, patients and visitors enjoy a clean, comfortable and safe environment. Reducing the potential for transmission of infections is one of our highest priorities.

To this end we continue to use our Adenosine Tri-phosphate (ATP) monitor to test cleaned surfaces. We ended the year with a 4% improvement in our cleaning results. We conducted training on perimeter cleaning, emphasized thorough wipe downs, improved cleaning techniques and increased the frequency of changing cleaning towels.

Our success is built on the dedication and commitment of our employees. They truly make our Environmental Services department one of the best in the nation as shown by our exceptional patient satisfaction scores.

INFORMATION SYSTEMS IMPLEMENTS MANY PROJECTS
The Information Systems (IS) department provides all other departments and staff of Steele Memorial Medical Center with information technology tools necessary to optimize their performance which, in turn, allows the organization to provide the highest possible quality of care, to our patients. The Information Systems department strives to provide a progressive, yet stable, information technology environment.

In 2013, the IS department accomplished a number of positive projects. We implemented a PRI circuit into our phone system to enable inbound and outbound caller ID. Outbound caller ID allows our patients to know exactly who is calling them. When calling back, our patients can dial that extension directly instead navigating the automated message system. This project also provided significant savings in long distance charges. The Information Systems department also upgraded our email spam/malware filtering, email encryption and full disk encryption system. The new system provides greater control and performance, enhances patient privacy and saves the organization money at the same time. Steele Memorial Medical Center also entered into a contract to upgrade our electronic medical record (EMR) system in 2014. This project will benefit our patients, employees, providers and community by providing a world-class information system for the hospital, the clinic and the community members who use our services.
Laboratory Streamlines Service
In 2013, the Laboratory restructured staffing in order to streamline service to our patients. This change has allowed us to have Laboratory staff on site 24 hours a day, 7 days a week providing even more timely patient care for both emergency and admitted patients.

The Laboratory at SMMC also mentored two students from Idaho State University and Weber State University through two separate clinical internship rotations this year. This provides on-the-job experience in a rural hospital setting while training the next generation of Clinical Laboratory Scientists, some of which may be employed at SMMC, in the future.

The Laboratory was also able to purchase a new hematology analyzer in 2013. This analyzer reports 30 different measurements and can run approximately 80 panels per hour. These results aid our health care providers in monitoring and diagnosing infections, anemia, cancer and other blood related diseases.

Medical Imaging Installs New CT Scanner
SMMC installed an 80 slice Toshiba computed tomography system in March 2013. The new CT scanner allows us to deliver the highest image quality at the lowest possible radiation exposure. This reduction in radiation exposure and its potential side effects dramatically improves the safety of our patients. We are very excited to offer this new technology to our community. This CT scanner is capable of performing a broad range of procedures including calcium scoring, head, neck, and body angiography, biopsies and general axial tomography.

In May, we installed a new state of the art fluoroscopy/x-ray system, expanding our interventional radiology capabilities while decreasing exam times. This system also offers high quality images at reduced radiation exposure, further improving the safety of our patients.

In addition to the new CT, fluoroscopy, and x-ray, we continue to offer a complete range of diagnostic imaging services including digital mammography, MRI and ultrasound. The Medical Imaging department is fully positioned to fulfill all current and future imaging needs in Lemhi County and the surrounding areas.
Medical/Surgical/Obstetrics Department Receives Guardian of Service Excellence Award

Steele Memorial Medical Center's (SMMC) Medical, Surgical and OB department provides comprehensive, state-of-the-art care for patients. Employees of the Medical Surgical/OB department are committed to providing high quality patient care and outstanding customer service striving to become the most trusted and respected provider of health care services for the communities we serve. Our philosophy is simple: focus on people, on quality, on customer service and patient satisfaction results will follow. This is evidenced by a recent award from Press Ganey. Press Ganey provides both ongoing advisory services and consulting in all phases of performance improvement. In November, the medical surgical (med/surg) department and SMMC were honored to receive the 2013 Press Ganey Guardian of Service Excellence award. The criteria for this award was to remain above the 95 percentile ranking nationally in in-patient satisfaction for one year.

Several measures were taken to improve in-patient and patient satisfaction including AIDET (Acknowledge, Introduce, Duration, Explain and Thank you) implementation, pain management, medication education and improved discharge procedures. AIDET improves communication with patients, visitors and employees. It is a very powerful way to communicate with people who maybe nervous, anxious and feeling vulnerable. From a patient perspective, the use of AIDET reduces anxiety and ultimately improves quality of care. SMMC staff is also dedicated to decreasing patient pain and has established a Pain Committee working with the Pharmacy department and nursing staff. The Med/Surg department continues to improve quietness of the Med/Surg floor by placing a decibel reader at the admission desk to increase awareness of departmental noise levels. The Engineering department repaired several squeaky doors, improving quietness. Discharge folders were improved by adding a section for patient questions and a place to hold information on new medications. Patients are encouraged to take these folders to their follow up appointment. The folders have drastically improved communication about medications scores from 44% to 74% top box, pain management scores increased from 52% to 91% top box, communication about medicines increased from 44% to 74% top box and discharge information scores increased from 84% to 99% top box. The “top-box” is the most positive response to HCAHPS survey questions. HCAHPS stands for Hospital Consumer Assessment of Healthcare Providers and Systems. Quiet kits will be introduced early in 2014 for patient comfort. This was truly a team effort by all the employees who contributed towards the achievement. We are continually striving to maintain high quality patient care.

Our staff in the Medical, Surgical, and OB department consists of eighteen registered nurses, one licensed practical nurse, one nurse technician, one case manager and three ward clerks.
**Pharmacy Hires New Pharmacy Director**

The Pharmacy department has had a year of transition. Long time Pharmacy Director Charlie Clark, RPh retired and Joel Rea, RPh was promoted to the Director of Pharmacy position. Joel came to Salmon 6 years ago and has over 16 years of pharmacy experience. Reba Ulshafer has also joined the department as a part time Pharmacy Technician. Tracie Stout, CPhT continues as a Pharmacy Technician helping with inventory control and cost containment. Patient safety, pain control, patient satisfaction, patient education and cost containment are all initiatives that the pharmacy continues to improve upon daily.

Pharmacy is actively involved in improving our patient satisfaction scores, specifically with pain management and communication about medications. Joel Rea is the chair of the pain committee that has been working on improving pain expectations for our patients as well as pain education. Pharmacy has also been available at the bedside to explain medication questions patients have. Our pain management scores improved by 39% and communication about medicines improved by 30% from January 2013 to December 2013.

**Rehabilitation Services: Occupational Therapy, Physical Therapy & Speech Therapy**

The Rehabilitation department provided service for several swing bed patients in 2013. Swingbed is a designation that allows patients to stay past their acute care stay in order to receive further nursing care and/or therapies. Acute care is that initial time the patient stays in the hospital due to illness or surgery and requiring specialized care, close monitoring by the provider, skilled nursing or IV medications to name a few. Therapies play a significant role in the patients’ recovery by helping guide and motivate them through recovery increasing their independence once at home.
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Surgery Department Hits Record Number of Surgeries

The Surgery department had many accomplishments for the year 2013 including a record number of surgeries. In 2013, SMMC performed 843 surgical procedures, exceeding the record of 789 in 2006. This is a significant accomplishment considering in 2003 SMMC performed 246 procedures. We continue to exceed industry standards by maintaining an above average quality score. The Surgery department attributes the high quality scores to its outstanding surgical and environmental service teams. The surgical team consists of 8 physicians, 3 nurse anesthetists, 8 registered nurses and 3 surgical technologists. Whether you are admitted for inpatient or outpatient surgery, you’ll receive sophisticated and compassionate health care from our providers and staff at Steele Memorial Medical Center.
The Steele Memorial Auxiliary is a group of dedicated volunteers who care about our community and work to support a very important asset, our hospital. As a group, they have volunteered over 3,750 hours and assisted with numerous events. Auxiliary members help make a positive impact at Steele Memorial by greeting every patient and guest, providing direction to specific departments and answering general questions. They handcraft pillows for abdominal surgery patients, blankets, booties and hats for newborns. They provide tray favors to all in-patients and assemble/distribute quiet kits to help make patient stays more comfortable. Auxiliary members also sort and distribute the daily mail.

The Steele Memorial Auxiliary operates a successful gift shop in the lobby of Steele Memorial Medical Center. It is always fully stocked with goodies and necessities for patients and visitors. In addition to volunteering their time to run the gift shop, the Auxiliary hosts a very successful annual Pink Tea event. Funds raised at the Pink Tea are donated to a hospital need. This year, the Auxiliary made a donation of $2000 to the Steele Memorial Foundation’s Annual Giving Campaign and $1099 donation to the SMMC Pharmacy department for the purchase of a crash cart.

The Auxiliary’s time, generosity and continuous care also extend in assisting with the following Community Outreach events:

- Annual Health Fair
- Heart Health Walk
- Red Cross Sponsored Blood Bank
- Brake for Breakfast
- Kid’s Christmas
- Steele Memorial Foundation

**2013 Auxiliary Members:** Norma Clore, President; Mona Sellegren, Vice President; Roberta Fadness, Secretary; Carol Anderson, Treasurer; Sandi Dolliver, Paula Hackathorn, Barbara Hill, Shirley Kempf, Tauny Keavney, Phyllis Krueger, Pat McKinney, Alice Miller, Judy Peck, Genie Quinn, Susan Richards, Betty Runnels, Maxine Sager, Carole Sheppeard, Janice Sommers, Kathy Tilford & Anna Vihlen.
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Steele Memorial Medical Center employees were honored on May 14, 2013 for their achievements, valuable contributions and dedicated years of service to the organization. Five years of service employees not pictured include: Dallin Judy, Stacie Oliverson, Alison Fields, Gina Gould & Jason Edwards.
Steele Memorial Offers Concussion Screening to Salmon High School Athletes

In Salmon Idaho, a person in the Physical Therapy (PT) department at Steele Memorial Medical Center (SMMC) can see the high school by looking out the front window. That same person could walk over to the high school in under 10 minutes. On Mondays, Juniper MacFarlane, MSPT does just that, she finishes her day at the hospital and heads over to the high school to work with high school athletes. This partnership is one of the many ways SMMC works with the community to enhance health and wellness. SMMC has had a relationship with the local high school since 2005, providing concussion screening and consultation with athletes. This community involvement helps both the students and the hospital which strengthens the bond in this small Idaho town. Juniper meets with high school athletes and coaches one day per week and consults on any topic necessary including taping ankles, injuries, exercise programs and return-to-play decisions.

In addition to consulting with high school athletes, the PT department administers the ImPACT (Immediate Post-Concussion Assessment and Cognitive Testing) screening program. The concussion screening test uses cognitive pre-tests to establish a baseline for athletes in high risk sports. If an athlete sustains a concussion, this pretest can be compared with post-injury tests and in combination with a doctor’s exam can help make decisions about when to return an athlete to play. ImPACT also offers free consultation with their neurologists when needed. The screening tests are taken online and measure reflex ability and memorization of shapes and puzzles. All high school athletes are encouraged to take the test and many of the highest impact sports (hockey and football) require all players to take the test before they can practice. By partnering with the hospital, the school district can offer this testing at no charge to high school athletes.

High school athlete Billy Torgerson sits in front of a monitor completing the ImPACT concussion assessment and cognitive testing.

Billy Torgerson number 74 plays for the Salmon Hockey Association Midget Team. Hockey is a high impact sport with potential risk for concussions.

Our vision at SMMC is to provide compassionate healthcare and offering PT as a resource to our high school athletes is just another example of this.
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Dear Emergency Room Team:
Although it’s been several weeks since our emergency room (ER) visit, I feel that I must bring to your attention the outstanding service I received while on vacation. I would like to thank you, as well as commend you for the wonderful treatment that I received. I sliced my foot in the river and was brought to your ER. The doctor and the nursing staff were excellent. I was able to be myself and did a lot of joking around, we actually had a great time considering the injury to my right foot and cut tendon.
Please let these employees know that I appreciate their care for me. We found a boot and kept ice on my foot for several days to keep the swelling down but we are not able to do any hiking. My wife and I of course, were very delighted to have finished our vacation traveling over 5000 miles by motorcycle from Ohio and ultimately to Glacier National Park, Montana. Please let these employees know that we appreciate their care for me.

Sincerely,

Richard Morgan, Wauseon, Ohio

I just wanted to tell you how grateful I am for the care you gave my husband while he was in the hospital for hip surgery. He is recovering well and we look forward to returning to Salmon to explore the area sometime in the future. It is comforting to know that your nurses and other staff truly care about their patients.

Jolene Peavey, Helena, MT
I wanted to say a sincere thank you for the kindness, professionalism, skilled attention and care I received at my recent surgery. From the moment I checked in at the reception area, to the conclusion of my surgery and recovery, every single person that I dealt with was caring, heard my needs (anesthetist nurse) and treated me with professionalism. I was anxious and was treated with care and kindness.

Dr. Barton explained the surgery clearly, made me calmer and did a wonderful job correcting my problem. He also called me during the week and I received a nice note from the surgery team during the past week as well. I would return with no hesitation and less anticipation and fear if I ever need another procedure.

You are doing a terrific job in patient communication. I taught for a prestigious healthcare facility for 9 years instructing on this very subject. Consequently, I am probably more conscious of how I am treated than someone who was not as educated in that discipline.

Kathryn Barrington, North Fork, ID
The purpose of the Steele Memorial Foundation, as recorded in its bylaws, states, “The Foundation, by working with and through Steele Memorial Medical Center, seeks to improve medical care and medical services, thereby benefiting communities, residents, and visitors of Lemhi and Custer Counties.”

The 2012-2013 Annual Giving Campaign began in November 2012 with the Foundation’s annual letter drive. With a goal of $100,000, the Foundation chose to designate funds received toward the construction of a new local Emergency Medical Services (EMS) Facility. The new EMS building will have the capability to house the four ambulances currently in use, as well as a training classroom for annual CPR and First Aid training. The new facility will have sleeping and shower units to accommodate the volunteer EMS personnel and can be designated as a short-term shelter area in case of a community emergency. The previous Annual Giving Campaigns were a great success and the Foundation hopes, with the community’s continued support, to meet and exceed the accomplishments of preceding years:

- 2012-2013—$100,000 EMS Building
- 2011-2012—$76,841.52 Digital Mammography System
- 2010-2011—$63,481.91 Portable Ultrasound Machine
- 2009-2010—$41,958.84 Rehabilitation Equipment
- 2008-2009—$56,466.14 Wireless Biotelemetry System
- 2007-2008—$86,876.00 Computerized Radiography Equipment
- 2006-2007—$32,290.56 Fetal Monitoring Unit for the Obstetrical Program
The money gained from each of our campaigns supplies Steele Memorial Medical Center with modern tools to continue delivering quality, compassionate healthcare to the community. The Donor Wall, in the hospital lobby, has long been a public place to acknowledge the many Friends, Sponsors, Patrons, and Benefactors of the Steele Memorial Foundation with giving’s of $500 or more. It is also an area to view the many donations made in memory of friends and loved ones. While the Steele Memorial Foundation Donor Wall is significant, we wish to recognize and honor all of the many individuals who have donated, whether it be $5 or $5000, and to all of our donors we say,

“Thank You!”

### Benefactors $10,000+

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<tr>
<th>Name</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Estate of Vera Arndt</td>
<td>Jean Johnson</td>
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<tr>
<td>Bill &amp; Sally Boyne- In Honor of the Emergency Department</td>
<td>Medical Imaging Associates of Idaho Falls</td>
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<tr>
<td>Charlie &amp; Christy Clark</td>
<td>Steele Memorial Auxiliary</td>
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<td>Eastern Idaho Regional Medical Center</td>
<td>Steele Memorial Medical Center</td>
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<td>Gail Gibson &amp; Sandi Dolliver</td>
<td>Doug, Deb &amp; Westfall Family</td>
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<td>JoAnn Wolters &amp; Dan Schroeder Family</td>
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### Patrons $5,000 - $9,999

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<th>Name</th>
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<tr>
<td>Bill &amp; Diz Allen</td>
<td>Portneuf Medical Center Brenda Stanley</td>
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<td>Gary &amp; Geneal Anderson</td>
<td>Joel Rea &amp; Marla Hunteman</td>
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<tr>
<td>Valerie Brackett &amp; Nikolaos Monoyios</td>
<td>Saint Patrick Hospital &amp; Health Foundation</td>
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<td>John &amp; Emma Herbst Family</td>
<td>Robert &amp; Margaret Stoddard</td>
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<td>Gerald Holley &amp; Molly Newcomb</td>
<td>Thompson Creek Mining Company</td>
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<td>Don &amp; Gloria Jakovac</td>
<td>Fran Tonsmeire</td>
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<td>Nep &amp; Mary Ellen Lynch</td>
<td>Dr. David &amp; Georgena Yanoff</td>
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<tr>
<td>George Miley</td>
<td>Yellowstone Insurance Exchange</td>
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### Memorials $1,000 - $4,999

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<th>Name</th>
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<tr>
<td>In Memory of Aileen ‘Annie’ Alexander-</td>
<td>In Memory of Patricia Kirtley Long</td>
</tr>
<tr>
<td>A Woman with an Open Mind</td>
<td>In Memory of Grace M. Lyon</td>
</tr>
<tr>
<td>In Memory of Zebediah Alexander-</td>
<td>In Memory of Norma McFarland-</td>
</tr>
<tr>
<td>The Best Cat in the Whole World</td>
<td>A Friend of the Auxiliary</td>
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<td>In Memory of Jeff Allen</td>
<td>In Memory of Larry Shiley</td>
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<td>In Memory of S. Michael Allen</td>
<td>In Memory of Jackie L. Sustaire</td>
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<td>In Memory of Dr. Walt and Shirley Blackadar</td>
<td>In Memory of Tyson Lee Sustaire</td>
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<td>In Memory of William Boyne</td>
<td>In Memory of Joe Tonsmeire</td>
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<td>In Memory of Warren Cumberland</td>
<td>In Memory of Irving Yanoff</td>
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<tr>
<td>In Memory of Wally Deboard, a Friend of the Hospital</td>
<td>In Memory of Judith G. Yanoff</td>
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<tr>
<td>In Memory of Zach Johnson, MD</td>
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