PROUD RECIPIENT OF 2014 WISCONSIN FORWARD AWARD

2014 ANNUAL REPORT BUILDING MOMENTUM

Crossing Rivers Health
Your bridge to wellness
A YEAR OF EXCEPTIONAL HIGHLIGHTS

January
As part of the acquisition of Great River Medical Clinic practice of Drs. Ann and Mark Grunwald, the Grunwalds and their staff, joined the Crossing Rivers Health team.

January
Awarded the contract to provide a medical clinic on the campus of Southwest Wisconsin Technical College in Fennimore, furthering CRH’s partnership with the college to ensure that the healthcare needs of the Fennimore area residents, SWTC students and faculty are being met.
2014 was a banner year for our organization. As we transitioned from Prairie du Chien Memorial Hospital to our new name, Crossing Rivers Health (CRH), we prepared for the future by shifting our attention to the possibilities enabled by growth, development, training and education - preparations that will be fully realized when we move to the new medical center in June 2015.

The number of awards and recognitions received this year exceeds the number received in any other single year in our recent history. We were the recipient of the Wisconsin Hospital Association (WHA) Advocacy All Star Award for our support and participation in health policy development support. A visit from The Joint Commission that certifies health care organizations around the world resulted in a reaccreditation of our laboratory with congratulatory remarks. The Joint Commission also awarded us, for the second year in a row, its Top Performer Award for quality. The Wisconsin Technical College Society honored us with a Futuremakers Partner Award, and we received Gold Level recognition from WHA for our Partners for Patients work.

Receiving the Wisconsin Forward Award for operational excellence was certainly a highlight of the year. The award recognizes organizations (not just health care) that meet stringent standards of performance and quality. We were one of only four organizations honored this year from all the health care, manufacturing and education firms who submitted applications. For those who are familiar with the Malcolm Baldrige Award given by the President of the United States, the Wisconsin Forward Award is this state’s equivalent.

The opening of the new Crossing Rivers Health Clinic in Prairie du Chien took place in July. This new clinic was developed, partially in response to the Community Needs Assessment. This assessment involved input from both survey participants and focus groups. Results indicated the need for more health care providers, and that people were unnecessarily traveling for care that could be provided locally. Working in collaboration with Southwest Technical College, a Crossing Rivers Health Clinic was also established in Fennimore.

As we anticipate the completion of the new medical center, the momentum is building. This forward momentum will propel us to new levels of service and quality never before possible. Please join us in support as we make Crossing Rivers Health the best place to provide care and the best place to receive care.

Bill Sexton
Chief Executive Officer

January
Peoples State Bank contributed $100,000 to the Crossing Rivers Health Foundation’s capital campaign, in support of a new state-of-the-art medical center which will serve the region of Southwest Wisconsin and Northeast Iowa.

January
Dr Steven Bush, board certified OB/GYN, joins the CRH Clinic team to offer a full range of women’s health services.
As my term as a board member ends after 14½ years, I have gained a heartfelt appreciation for each and every person who is involved with the caring and educating of our patients. You may ask, why I was able to serve on the board for so long. As per our by-laws, one can fill the vacant term of a board member should he/she leave or resign from the board prior to their completion of their term. I had the privilege of replacing board member Steve Smits from 3M when he transferred to St. Paul in October of 2000.

Allow me to share my journey and some of the highlights and awards that have occurred over those years.

2001 We completed Phase IV of construction adding a 5,000 square foot addition to the front of the hospital, including a drive-under canopy, and remodeling another 2,500 square feet. We received the Family Friendly Award and the Friends of the WI Correctional Educational Award.

2002 We received the WI Children’s Trust Fund Award and the Governor’s Exemplary Employee Award. We were featured on “Champions of Industry,” Pat Summerall Productions.

2003 We converted to a Critical Access Hospital (CAH). We completely renovated and refurbished the Pharmacy.

2004 This was a great year for Harold Brown (past CEO) who received the first ever Lifetime Achievement Award from the National Rural Health Association. Many of us surprised Harold in San Diego for the presentation.

2005 We purchased the Prairie du Chien Nursing Home and the Sannes Skogdalen Nursing Home in Soldiers Grove and formed Community Health Services Corporation. We invested in a new state-of-the-art 16-slice CT scanner for Medical Imaging.

2006 This was my first year as President of the Board. The board began discussion on the feasibility of building or renovating our present hospital for expansion in the next 2-5 years. We received the Business Friend of Education Award. We also received recognition from the Mayo Family Medicine Residency Program. Partners celebrated their 50th anniversary.

2007 Our organization celebrated our 50th anniversary with dignitaries, community leaders and hospital team members. Crawford County, Wisconsin received recognition for being among the 100 Best Communities for Young People.

2008 Harold Brown retired. In the 35 years that Harold was at the helm of this organization, his dedication to diversifying services and vision for the future enabled us to financially make state-of-the-art improvements in healthcare. Crawford County again was recognized as one of the 100 Best Communities for Young People. Bill Sexton joined our team as Chief Executive Officer.

2009 Our organization successfully moved the old Prairie Maison to the new Bluff Haven site. This move provided our senior citizens with a state-of-the-art housing and skilled care facility, second to none. Administration did the first-ever Employee Opinion Survey in order to allow employees to share their opinions regarding their workplace. We purchased a new 64-slice CT scanner for Medical Imaging. We received the Hospital of the Year Award from Shared Health. Partners received the WAVE (Wisconsin Award for Volunteer Excellence) Award.

2010 We revised our Mission Statement. In order to provide value in healthcare delivery, the board provided strategic direction to assist in the implementation of Lean principles. The hospital was accepted to participate in the nationwide initiative led by the Robert Wood Johnson Foundation, called Transforming Care at the Bedside. This program focused on improving efficiency so more time is spent on bedside patient care. The board began to look at the rebranding process, and a new name for the hospital. A Foundation was established to address the growing needs for external financial stability in these uncertain and fluctuating times facing the health care industry.

2011 An owner’s representative was hired to work with the board and hospital leadership team to develop a plan for construction of a new or rebuilt facility. Tours of more than a dozen new or rebuilt facilities led the board to decide to build a new Medical Center. We were named one of the Top 100 Critical Access Hospitals in the Nation by iVantage Health Analytics.

2012 The Foundation held their first fundraising gala, La Soirée with great success. Charlie Connell,
HOSPITAL BOARD PRESIDENT MESSAGE

Hospital Board Vice President, and I attended conferences provided by Brian Lee (Custom Learning Systems) and Quint Studer (The Studer Group). The board was pleased with the senior leadership team's recommendations to contract The Studer Group for our Journey of Excellence.

2013 For the second year we were named one of the Top 100 Critical Access Hospitals in the Nation by iVantage Health Analytics. We also received these other key recognitions: Top Performer on Key Quality Measures by The Joint Commission, recognition by Johns Hopkins for being a top performing hospital and WHA's Global Vision Community Partnership Award. I was honored to receive the WHA Trustee of the Year Award, a testament to what we as a board do for healthcare and our true commitment to our fiduciary responsibilities. We had a great turnout for the groundbreaking ceremony for the new medical center, with 200 in attendance.

2014 This past year was fantastic. The rebranding and implementation of our new name, Crossing Rivers Health, was successful. The opening of our new Crossing Rivers Health Clinic in Prairie du Chien was well received. We received the Wisconsin Forward Award, Wisconsin Technical College Society Futuremakers Partner Award, and again named by The Joint Commission as a Top Performer on Key Quality Measures. Other awards for 2014 WHA Advocacy All-Star Award, WHA Gold Level Award for Partners for Patients Collaborative Award.

Thank you for allowing me to share some of our board decisions along with some of the hospital employees' recognitions received over the years, of which I had the privilege of having a small part. You may ask why I chose to reflect the years I spent on the board; it's all about CHANGE. If we hadn't changed over the years as a board, along with the hospital team members, we would not be who we are today.

All of the recognition the employees have received over the years, along with building structures like Bluff Haven, the new clinics and new medical center on 105 acres are all changes that could not have been made without everyone's engagement. Crossing Rivers Health can look back with pride on the many magnificent achievements throughout the past 58 years, and I have highlighted only a few we should reflect upon and enjoy. It's not the award itself, it's the journey we take to achieve the award. Without our relentless pursuit of excellence and our embracing of change, we will not become the best place to give and receive care.

In my walking through the hospital, sometimes on a daily basis, I have learned to respect each and every job that our staff performs to ensure the best patient experience possible for those who entrust our care for their recovery and education. This is evident with The Joint Commission on site surveys and the closing remarks the licensing surveyor makes. I remember one notable comment, “I would trust my mother to receive care at this hospital.”

I shared with you just a few of the highlights of the last fourteen years. If I shared all, I would have needed this whole book and then some to capture all we have accomplished.

Financially, we have done an excellent job in doing what was economically feasible over the years. Much of the financial success can be credited to our status as a Critical Access Hospital, and the reimbursements that are provided to ensure our ability to serve critical healthcare needs in our rural communities. Our diversification and ability to quickly adjust to changes in our operations were also major factors.

Crossing Rivers Health is well-positioned to continue to face the challenges and the uncertainties ahead with a great board and a tremendous CEO at the helm.

Finally, thank you to the Association for the privilege of serving as a board member for the last 14-1/2 years. A special thank you to the 24 exceptional board members and two CEOs I had the privilege of working with over the years. My thanks goes out to the Foundation, Partners and all volunteers for all they do. Thank you also to my wife, Linda, for all the support she has given me.

Paul Ginkel
Hospital Board President
NEW WOMEN’S HEALTH SPECIALTIES

LORIANN’S STORY

Minimally-invasive women’s health procedures are now being offered at Crossing Rivers Health in Prairie du Chien. Locally, it’s bringing new light to conditions many women unnecessarily deal with in silence. Incontinence - or sudden urine loss, pelvic pain and heavy periods are just some of the women’s health conditions that are being treated right here.

After dealing with immobilizing pelvic pain, heavy periods and incontinence for over nine years, LoriAnn Poots of Prairie du Chien found relief at Crossing Rivers Health Center for Specialty Care. “I’m not embarrassed to share what I went through because my hope is to help someone. If my story will help another woman find direction, it’s all worth it,” said Poots.

Poots underwent a total laparoscopic hysterectomy and bladder lift to treat her pelvic pain, heavy periods and incontinence. The procedures were performed by Dr. Jason Rexroth and Dr. Steven Bush at Crossing Rivers Health. "When I woke up from that surgery, the pelvic pain was gone and I did not leak anymore when I coughed or sneezed," Poots shared. “I didn’t think that was going to be possible. Dealing with discomfort for about five days after the procedure was nothing compared to the years of pain.”

"Laparoscopic surgery, in many cases, only requires three small incisions. Most women are able to go home within 24 hours following the procedure and heal quickly," said Dr. Steven Bush. "Millions of women are dealing with some form of incontinence, pelvic pain or heavy periods and are unaware that there are a number of treatment options available," said Dr. Jason Rexroth, Pelvic Floor Specialist. “Incontinence is very common, but it’s not normal,” he added.

Poots explained that the pain and discomfort from leaking urine when she coughed, laughed or sneezed had caused her to miss out on activities with her four children. “My kids and people who know me say I have my happiness and glow back. It was emotionally draining to deal with the pain and incontinence for so long,” Poots added, laughingly, “Now I can focus on breaking old habits, like crossing my legs when I sneeze.”

When it comes to the care she received, Poots gives high praise to the providers and staff at Crossing Rivers Health. “Women deserve compassion and gentleness when dealing with these issues - I cannot say enough about how they all treated me. They were honest, up-front, compassionate, understanding, genuine and thorough.”

“Drs. Bush and Rexroth made it possible to ease the burden of pain and discomfort,” said Poots. “They really genuinely care about their patients and their health. These two will give you answers and make sure you understand your options. My whole experience has been wonderful. I would recommend Dr. Bush and Dr. Rexroth to anyone.”

April 21, 2014
Annual Membership Meeting of the Prairie du Chien Memorial Hospital Association, Inc. was held. Alice Staples was recognized for six years of service on the Board of Directors; Garith Steiner and Katie Garrity were elected to the Board of Directors; Roy C. George was reelected.

April 26
Foundation’s 3rd Annual La Soirée fundraising gala was held at The Dousman House with a masquerade theme.
To position Crossing Rivers Health (CRH) for success in both current and future endeavors, several positions and titles changed, one of those was the establishment of a Chief Medical Officer (CMO). The CMO serves as the primary medical adviser to CRH. The CMO oversees the physician leaders, physicians and other providers in all departments of the medical center and clinic. I am excited to be the first CMO at Crossing Rivers Health, and I look forward to working with our excellent patient focused staff to provide the highest quality care.

I will continue to practice as a Board Certified Gynecologist at CRH. I will be providing women’s health services locally. Now, patients will not have to travel long distances to obtain this specialty care.

In 2014, Crossing Rivers Health significantly increased the number of services provided by adding two primary care clinics, in Prairie du Chien and Fennimore, as well as women’s health services. Through our mission, we continue to explore available resources and foster collaborative partnerships with specialists that enable us to expand the services we provide to the people within the regional communities we serve.

In October of 2014 we added the Center for Specialty Care to CRH’s long list of services and programs. Sometime in the near future, at the new medical center, it will occupy a portion of the second floor. This center provides space for our collaborative partners to provide specialty care to patients who may have been required to travel 60 or more miles for these services. Currently, the center has specialists in Gynecology, Uro-Gynecology/Pelvic Floor Dysfunction, Podiatry and Oncology. We are working to add more specialists in the years ahead.

2015 will be an exciting year for Crossing Rivers Health and the expansion of clinical services provided at our facility and information technology tools we utilize. We have incorporated a new electronic medical record, MedHost, in our Emergency Department as well as a new fetal monitoring system, OBIX, for Obstetrics.

Looking to the future, CRH is exploring ways to incorporate tele-medicine and a new health information system into our existing information technology structure.

We are focused on providing the highest level of care through evidence-based medicine and a medical home model of care. A medical home ensures continuity of care as patients’ needs are managed throughout their lifetime.

Dr. Steven Bush
Chief Medical Officer

April 16, 2014
Advocacy Day provided an opportunity to meet with legislators about issues that impact our patients and the healthcare industry. At this event CRH accepted the 2014 Advocacy All-Star Award presented by the Wisconsin Hospital Association.

April 12, 2014
Tours of the new facility drew over 100 members of the CRH team to the construction site. Employees have been involved with the planning process since day one.
Change was the word of the day in 2013, and it was not any different in 2014. If anything, the pace of change accelerated. Building a replacement hospital has been a very interesting journey. As we approach the completion of the construction of the new medical center, it is amazing to realize what our staff has been able to accomplish. The amount of planning and review that has been done in 2014 is stunning. Many of our staff members have stepped up to help build a state-of-the-art facility. I want to thank everyone for all of their hard work.

Crossing Rivers Health (CRH) ended the year with a 6.0% operating margin. Revenues were greater than in 2013, and were $800,000 greater than budgeted. At the same time, discounts and expenses were at or below budget. For year-end 2014, CRH had a net operating income of $3,157,000. Net operating income included $369,000 of Medicare and Medicaid monies received as part of a successful implementation of an electronic health record system.

As part of the Hospital’s 2014 Community Free Care program, over $958,000 of patient charges were forgiven for those in need. Over the last four years, Crossing Rivers Health has provided Community Assistance through Free Care, unreimbursed cost of government programs, community benefit programs, contributions, and subsidized health services at a total cost of close to 14 million dollars.

The metrics below show that the financial position and results from operations remain strong.

- The 2014 current ratio was 2.6 to 1 or $2.60 of current assets to every $1.00 of current liabilities. Rural Wisconsin Health Cooperative (RWHC) most recent average was 2.8 to 1.

- Days cash and investments on hand were $120 which indicates that, as of December 31, 2014, CRH has enough cash and investments to pay ongoing expenses for 120 days. RWHC’s most recent average was 165 days. Days cash on hand is down due to the construction project and the fact that CRH funded construction $12.5 mil more than required. At project completion the USDA will fund the project and the $12.5 mil will be returned. If those funds were on hand on December 31, 2014, days cash on hand would have been 246.

- The number that I believe best illustrates the overall financial condition of the Hospital is called, appropriately, the Financial Strength Index (FSI). The FSI combines measurement of liquidity, profitability, capital structure and physical plant age. Our Financial Strength Index for 2014 was 2.3; slightly below the 2013 RWHC average which was 2.6.

The construction of the new medical center has reduced some financial metrics from years past, which was to be expected. However, to be able to build a new hospital and still be in a good financial position is something to be proud of.
May 3
Adopt-A-Highway clean-up efforts coordinated by CRH’s Environmental Services Department. The two-mile stretch of Hwy 18/35 includes a section in front of new medical center.

May 16, 2014
The organization’s new name was unveiled during National Hospital Week. The 57 year history of Prairie du Chien Memorial Hospital was celebrated and a new era as Crossing Rivers Health began.

CHIEF FINANCIAL OFFICER MESSAGE

To be able to build a new hospital and still be in a good financial position is something to be proud of.

Discount & Allowances

- 3rd Party Discounts: $21,071,936
- Depreciation & Amortization: $1,327,977
- Supplies & Other Expenses: $11,726,150
- Salaries & Benefits: $24,334,806

Expenses

- Salaries & Benefits: $24,334,806
- Depreciation & Amortization: $1,327,977
- Supplies & Other Expenses: $11,726,150
- 3rd Party Discounts: $21,071,936

Revenues

- Inpatient: $18,407,445
- Outpatient: $39,919,857
- Diversified: $2,571,738
- Clinics: $1,692,574
- Other Revenue: $1,265,599
- Total Revenue: $63,857,213

Discounts & Allowances

- 3rd Party Discounts: $21,071,936
- Bad Debts: $1,280,951
- Charity Care: $958,139
- Total Discounts & Allowances: $23,211,027

Net Revenues: $40,546,187

Current Assets

- Cash on Hand: 2014 $5,709,885, 2013 $7,908,504
- Other Current Assets: 2014 $1,393,580, 2013 $1,349,174
- Construction in progress & deferred financing costs: 2014 $37,132,359, 2013 $12,403,169

Liabilities & Net Assets

- Current Liabilities: 2014 $6,872,657, 2013 $6,161,826
- Long Term Debt: 2014 $14,445,752, 2013 $100,000

It is awesome that there are such skilled, and more importantly, compassionate people committed to caring for rural patients.

May 22, 2014
Annual Volunteer Appreciation Breakfast was held at The Barn Restaurant to recognize and celebrate CRH’s dedicated volunteers.

May 2014
The Wisconsin Hospital Emergency Preparedness Program (WHEPP) assisted in the purchase of a non-invasive ventilator through the 2013-2014 Bioterrorism Grant. The ventilator will allow for the capability to care for more pediatric patients in respiratory distress.
As Prairie du Chien Memorial Hospital became Crossing Rivers Health this year, the medical staff team has also seen much change. The Great River Medical Clinic transitioned to Crossing Rivers Health Clinic and moved its practice to a newly constructed clinic building. Dr. Owen Vincent joined Drs. Ann and Mark Grunwald and the CRH clinic team. Since that time, both the Grunwalds have retired. As for the clinic, its patient numbers are growing each week. Good job CRH clinic.

With the addition of two new family practice and obstetric physicians to the Gundersen team, community call is back at its best. Drs. Sara and Chris Mees have reopened the local Gundersen Obstetrics department and, with the generous help of the Mayo Clinic Health System, have been mentored. In 2014 we wished Dr. Martin Oates a bittersweet farewell, as he and his family moved to the west coast.

The Medical Staff anxiously awaits the completion of the new medical center and subsequent move in June, 2015. The medical staff has been excited to walk through the new ‘digs, seeing and imagining how this wonderful and spacious facility will become their new home. Enhancements include single-patient rooms, larger operating rooms, separate medical floor and surgical preoperative rooms, rooms for conferencing with patients, and a much larger emergency department with dedicated space for visiting specialists. This new facility has many opportunities that will benefit not only our community, but also our staff.

As the 2014 year came to a close, we acknowledge the retirement of three of our medical staff members; Drs. Ann and Mark Grunwald, as well as Dr. Kurt Jorgensen. Thank you to each of them for the many years of service and the great patient care that accompanied. They have supported this hospital and this community for many years, and they have left a wonderful legacy.
A ROAD MAP TO OUR FUTURE

CHIEF NURSING OFFICER MESSAGE

We have been on an incredible journey this past year. As we reflect and celebrate our successes over the past year, the road map for our future is being created. Our nurses and staff are agents for change. They ensure that we utilize evidence-based practice and constantly seek to improve outcomes and the patient experience. They are empowered to drive this improvement, and they see their work of providing high-quality, compassionate care, not just as a job, but as a calling to their profession.

This has been an exciting year for Crossing Rivers Health (CRH). It is with great pride that I acknowledge the accomplishments of our hospital team in receiving the Wisconsin Forward Award. The award is bestowed on organizations that are committed to high standards of excellence.

There have been many transitions beyond our new name. Our focus continues to be patient and family-centered care and changes are aimed at providing an excellent patient experience for every patient and family we serve. In 2014, the Nurse Navigator program was implemented to provide collaboration, coordination and ensure continuity of care. Communication of timely and accurate information between providers, patients and family caregivers is critical to effective care transitions. Nurse Navigators assist with the transition of care after discharge by teaching patients how to access their records on the new patient portal, they make follow-up phone calls within 24 hours of discharge to answer any questions, and make home visits when needed.

Building on existing national efforts, CRH planned for a coordinated, rapid response to a possible Ebola case. Education and training of staff, in addition to a community table top drill, addressed strategies for a coordinated community response following CDC recommendations.

As we transition to our new facility, the nursing staff’s challenge is to build nursing services to meet the needs of our patients and families of the future. This requires us to align technology and teamwork. It requires a commitment to our values as we move forward, always focused on providing excellent care to the patients and families we serve each day. The talents of front-line staff have been critical in the planning of our new facility that will provide a comfortable, healing environment as patients experience both temporary changes and life-altering moments.

As I approach my retirement as Chief Nursing Officer, I am reminded of the beauty of being a nurse and of being a member of this most trusted and inspiring profession. My love for hospitals is long-standing, and I continually marvel at the breadth and depth of life’s most wonderful, difficult and intimate experiences... all in one place and happening every day.

Ellen Zwirlein
Chief Nursing Officer
I am privileged to serve as the first Chief Clinical Officer in our organization's history. This new role allows us to coordinate all of the clinical care efforts of Crossing Rivers Health and deliver a complete and comprehensive service to our patients.

Under this umbrella, all departments that have direct contact with patients synchronize their efforts in planning the individualized care that will promote optimum healing. This approach possible level of functioning.

The Nursing departments, together with Pharmacy and Patient Family Services, offer bedside care to the patient and their loved ones. Ancillary departments, such as Lab, Medical Imaging and Respiratory Therapy, offer various diagnostic and treatment modalities. Rehabilitation Services provide a variety of physical therapies to assist with mobility, pain control and return of function. Our Homecare Department assists patients with obtaining assistance in their homes, and provides Home Medical Equipment supplies where needed.

Crossing Rivers Health is here to serve the region throughout the lifespan and assist in providing care for all healthcare needs.

Paul E. Frigoli
Chief Clinical Officer

Annual Professional Services Statistical Report

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**July 2014**
Solar panels were moved from the roof of the existing building, transported to the new medical center and placed on the roof.

**July 19, 2014**
CRH co-sponsored the 44th annual Prairie du Chien Parks and Recreation Run/Walk. Many staff and volunteers participated in this fun community event.

This new role allows us to coordinate all of the clinical care efforts and deliver a complete and comprehensive service to our patients.
Crossing Rivers Health has a long-standing commitment to providing quality care to our patients and the community. In 2014, we continued our partnership with the Wisconsin Hospital Association, utilizing evidence-based best practices to improve the care and safety of our patients. CRH was awarded a gold level of participation for improving the quality and safety of care we provide. The quality initiatives we participated in included reducing the number of avoidable readmissions by improving our discharge planning processes, reducing falls by improving fall risk assessments and interventions and preventing hospital acquired infections by ensuring proper hand washing and the appropriate use of antibiotics.

As I reflect back on this past year, it is amazing the progress that has taken place in our new building and the planning that has gone into the preparation for our move. We could not have come this far without the dedicated, hard working staff we are fortunate to have as part of our team. We can feel the excitement in the air as the move gets closer. I am very proud of our accomplishments this past year, and even more proud of the staff, physicians and Board of Directors that work together to provide excellent care to every patient, every time.

In 2014, as part of our Journey of Excellence, CRH applied for the Wisconsin Forward Award. The award is administered by the Wisconsin Center of Performance Excellence and utilizes the Baldrige criteria to promote significant achievements in continuous improvement and performance excellence. On December 10, 2014 we traveled to the Monona Terrace in Madison to accept the award. It was a very proud day for all of us at Crossing Rivers Health. This recognition and feedback provides us with confirmation of our strengths and also identifies areas of improvement opportunities, as we work to be the very best we can be for our patients.

The journey continues, the opportunities are endless!

Julia Nelson
Chief Quality Officer

Pictured above, Ruth Graewin, Administrative Assistant - Quality Department, kisses Bucky Badger at the Wisconsin Forward Award Ceremony as Julia Nelson, Chief Quality Officer, looks on.
Joan Francis has enjoyed teaching at MFL MarMac, in Monona, Iowa, for 24 years. On the morning of October 8th, 2014, as she prepared for work, she noticed tingling on the left side of her lips and the tips of her thumb and index finger. She brushed off any concern, but when the tingling didn’t go away at school, she paid a visit to the nurse’s office.

The school nurse asked a few questions, and took Joan’s blood pressure. After taking the reading, the nurse urged Joan to get checked out immediately. Joan hesitated and dismissed the nurse’s concern; what could be serious about a little tingling? The nurse informed her in clear, insistent terms that she had two choices- to have a family member take her to the ER or that she would call the rescue squad. Not seeing a way to avoid it, Joan called her husband, Jud, and the two headed to Crossing Rivers Health.

Dr. Timothy Fitzner was the physician on duty when the couple arrived at the Emergency Room. Joan learned that her blood pressure was dangerously high. Dr. Fitzner ordered lab tests, a CT scan and prescribed a fast-acting medication to help lower her blood pressure. Dr. Fitzner explained that he wanted to see if the test would reveal a blood clot. An MRI would be done in the afternoon, when the mobile MRI truck would be back on-site.

When Joan and her husband returned in the ER to learn the test results, it was a good news, bad news scenario. The good news - no blood clot was found. The bad news - the scans showed a golf ball-sized brain tumor, a meningioma, which is almost always benign.

Just a few days after the diagnosis, the Francis’ travelled to La Crosse and met with Dr. Jason Waddell and Matt Zimmerman, PA-C in Neurosurgery at Gundersen Health. The team outlined the steps ahead to remove the large tumor from behind her eyes.

Dr. Waddell performed the surgery on Wednesday, November 19. Jud, and the couple’s four children, Jennifer, Jonathan, Jacob, and Jillian, were together as they anxiously awaited the outcome of the 17 hour surgery.

The days following surgery went well, and Joan was released to go home on Sunday. When asked how she was doing, Joan answered, “Fantastic!”

During a follow-up appointment with her personal physician, Dr. Sara Mees, Gundersen Health, Prairie du Chien on November 24, Joan and her family made the decision for Joan to go into the Swing Bed program at Crossing Rivers Health where staff could care for her around-the-clock and an individualized plan of treatment could be determined.

Rehab therapists were key members in Joan’s follow-up stage. Occupational Therapy assessed her ability to carry out daily-living activities and Physical Therapy helped her to regain balance and strength. Speech therapists evaluated any changes in ability to swallow, and if the tumor impacted speech synthesis or fluency.

Joan said, “My post-surgery care was outstanding. It was a comfortable environment for me and my family. The staff kept me motivated and I had amazing results.”

Joan and Jud Francis have been married for 44 years, and they are planning to spend the rest of their lives together being active with their children and grandchildren. Because of the physicians, nurses and other healthcare professionals who cared for Joan, her strong faith and the family she loves, when she is asked how she is doing, her answer continues to be, “Fantastic!”

A VICTORIOUS RECOVERY

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Joan Francis returned to the ER to express her appreciation to Dr. Fitzner.

July 2014

The purchase of two new infant warmers make it easier to care for our littlest patients. One warmer was purchased with funds donated through the Foundation’s Golf Classic. The warmers integrate the capabilities of several pieces of equipment and replace warmers that were 17 years old.

July 2014

Nurse Navigator position was created to support patients’ transition from the hospital to home.
EMPLOYER OF CHOICE

CHIEF PEOPLE OFFICER MESSAGE

The Human Resources Department continues to align all our employee hiring, retention and benefit processes to help our organization achieve its strategic mission, vision and values. In 2014 we developed a performance based evaluation system and compensation structure, to ensure that we have the best employees giving our patients the best experience. This is a key component of being a best place to work. The new evaluation system has three components that will help the organization align the focus of our employees to our standards of behavior and values: core expectations, standards of behavior and employee goals. This will help us hold everyone accountable to the behaviors we require in order to be an employer of choice in our region.

2014 was our first year to participate in the Best Places to Work in Modern Healthcare survey, and it confirmed that we are a great place to work. We outperformed many of the organizations on the survey in our benefits section and came close in many other areas. With a few adjustments, we will soon be recognized as one of the best places to work.

Another great program that sets the foundation for being an employer of choice is our wellness program. This is one of the many fringe benefits that accounts for 39% of salaries. Crossing Rivers Health is excited to report that the average wellness score for our organization was 78.2 which increased from 2013, and the national average score is 70. We promote work-life balance and encourage our employees to participate in health and wellness challenges. As a healthcare organization, we have to set the standard in the community for health and wellness as demonstrated by our tagline “Your Bridge to Wellness.”

Crossing Rivers Health is proud of its record of quality employee retention. Nearly half of our employees have been here for more than 10 years. CRH is proud of the fact that approximately 22% of our staff have been here for more than 20 years. We will continue to look for ways to encourage longevity with our organization. Through our recognition programs, we encourage employees to recognize each other for behaviors that are aligned with our standards of behavior and our values. Employee recognition is a key part of being an employer of choice for the region.

The values at Crossing Rivers Health are Joy, Unity, Integrity, Compassion and Excellence, or as I like to call it "JUICE." Through valuable and worthwhile work, our team at Crossing Rivers Health makes a difference. One person cannot do it alone; we need the whole team to work toward this common goal.

EMPLOYEE TENURE

Average Employee Tenure 11.85 Years

- >30 years: 8.13%
- 26-30 years: 7.23%
- 20-25 years: 6.63%
- 15-20 years: 8.13%
- 10-15 years: 17.47%
- 5-10 years: 15.66%
- 2-5 years: 12.65%
- 2 years: 24.10%

334 Employees (As of December 31, 2014)

Gabriel Oosthuysen
Chief People Officer

August 2, 2014
CRH’s Buckets of Hope Relay For Life Team raised over $8,000 to help fight cancer.

August 2014
Employees held a School Supply Drive to assist families in need prepare for the school year.

August 20, 2014
Annual Service of Remembrance was hosted by Bereavement Team and Hospice, held at Memorial Gardens on St. Feriole Island.
IMPROVEMENT INITIATIVES

LEAN  Like most healthcare consumers, our patients want the best outcome, the best experience, at the best value; that’s what they deserve. The new building will support the care that we provide, so we have made great efforts to ensure that our processes support the needs of our patients and our vision of the best outcome for every patient, every time.

During 2014, Lean efforts focused on improving processes for the future. A few highlighted projects included planning for our improved patient supply process with nurse servers, as well as planning how patients will receive their medications. In both of these projects, the outcome will be more time for staff to spend at the bedside and less wasted time searching for and retrieving necessary supplies and medications.

While we had an eye toward the future, we were able to implement some improved processes in our existing space as well. In 2014, Lean process improvement initiatives supported a revamp of the Homecare intake process, creating a smoother, more efficient and more cost effective process. Nutrition Services worked with Nursing Departments to minimize wasted food for our post-operative patients.

In 2015, our community will be receiving healthcare in our new, state-of-the-art facility. This facility will offer an efficient, standardized and flexible healthcare platform. Departments will utilize Lean principles to develop and implement Patient Experience Plans for our new facility. Creation of Patient Experience Plans is important because most patient care processes involve thoughtful, coordinated effort and teamwork between several departments throughout the organization. These plans will help us to be prepared to provide the most Lean patient care processes, along with the best possible patient experience in our new medical center. Crossing Rivers Health’s journey toward excellence is best measured through our patients’ experience. Lean efforts will help us strive to make our patients’ experience exceptional.

It is structured around our six pillars: People, service, Quality, Finance, Growth and Community. Our Journey all comes back to the basics of consistently delivering a great patient experience with the best quality outcome.

Crossing Rivers Health continues on their Journey of Excellence (JOE). Our goal is that you will feel the culture of excellence the minute a person walks through our doors. Our Journey is lead by the JOE Steering Team consisting of Senior Leadership and JOE Champions along with our five Quality Impact Teams - Rewards and Recognition/Employee of Choice, Standards, Measurement & Communication, Patient Experience/Service Recovery and Provider Engagement.

September 10  Foundation hosted the 3rd Annual Golf Classic. Through the generous support of donors, more than $16,000 was raised for priority equipment purchases and health and wellness programs at CRH.

Fall 2014  Received Futuremakers Partners award by Wisconsin Technical College System recognizing the unique and dynamic partnerships between Wisconsin’s technical colleges and their partners.
The new medical center will be a state-of-the-art, patient-centered environment.

- Enhanced emergency services, including two trauma suites and seven treatment/urgent care suites
- Private patient suites with showers and family space
- State-of-the-art surgery department, including surgical suites, preoperative and recovery suites
- Enlarged rehabilitation and therapy department
- Flexible infrastructure and cutting-edge technology that supports healing
- Expanded space to offer the region even more specialty services locally
- Improved accessibility for patients, emergency vehicles and a dedicated MedFlight helipad
- Improved dining area offering an inviting and comfortable atmosphere
- Installation of MRI scanner, replacing the mobile unit.
- New Toshiba Prime 80 CT scanner.
- Home Medical Equipment retail store
- A new gift shop

It is important to remember where you started... to know where you’re going.

Fall 2014
For the second year, CRH was named Top Performer on Key Quality Measures® by The Joint Commission for achieving and sustaining excellence in accountability measure performance for Surgical Site Infection Prevention and treatment of pneumonia.

October 28-29, 2014
The Laboratory was re-accredited by The Joint Commission. Laboratory staff received compliments from the surveyor for the excellent work they are doing.
October 29, 2014
Relay For Life Team Buckets of Hope and Medical Imaging hosted Pretty in Pink, an evening of women’s health education and pampering.

October 28, 2014
Collaborated with Public Health, Emergency Management, ambulance service, local clinics and Wisconsin Department of Health Services to prepare for the potential of an Ebola virus diagnosis.
As part of the finale celebration of National Hospital Week in May, it was announced that Prairie du Chien Memorial Hospital would be changing its Doing Business As (DBA) name to Crossing Rivers Health. The new name and brand, which was developed through input from staff and community members from the region, is representative of an expanding, independent health system which serves this driftless, confluence region.

After extensive and thoughtful research and planning, Prairie du Chien Memorial Hospital Board of Directors unanimously agreed that it was time for a new brand to represent the evolution of our organization and its commitment to meeting the changing healthcare needs of the communities we serve in Southwest Wisconsin and Northeast Iowa.

The rebrand process began in 2012 with a Brand Audit. Based upon the results of online surveys and internal and external focus groups, hospital leadership and the Board of Directors determined a new brand identity would better represent the hospital’s more than 60 diversified services, geographic service area and philosophy. The rebrand has been a gradual change, taking life at the new clinic location that opened in July, 2014 and will conclude with the opening of the new medical center in June of 2015.

The new tagline, “Your bridge to wellness,” emphasizes the wellness component of care. Crossing Rivers Health staff of professionals and providers also serve as bridges, in a sense, throughout every stage of life. More than a hospital, the word “health” encompasses our clinics, our entire care system and our approach that emphasizes wellness and the overall health of the communities we serve.

“Crossing Rivers Health" describes a unique style of regional healthcare delivery from a quality, progressive healthcare provider...bringing joy through compassionate, patient-driven care.

The new logo, with soothing colors of blue and green, features a bridge resembling the one that crosses the Mississippi River between Iowa and Wisconsin. Our color palette reflects and complements our unique brand—from the blue of the bridge to the architectural elements and earthy tones of the interior finishes in our new medical center and clinics. The abstract swirls represent features which make our area distinctive—the water of the mighty river and the towering bluffs that guide it along its course.

As holistic care, disease prevention and wellness shape today’s model of healthcare, the words ‘medical center’ more accurately describe the organization’s approach to patient care. While a ‘hospital’ connotes a place where sick people go, a ‘medical center’ is a place where people go to get and stay well.

Crossing Rivers Health represents the changing currents of healthcare today. As a bridge to wellness across the lifespan, we’re not simply focused on healing – but also the joy of well-being.
The number one priority of Crossing Rivers Health is to meet the healthcare needs of the communities we serve. Over the past three years, Crossing Rivers Health observed a physician shortage throughout our communities. The 2013 Community Health Needs Assessment, which captured feedback directly from community members and patients across the region confirmed there was a significant shortage of medical providers in the region.

The effect of this physician shortage and limited access to healthcare, compelled the Board of Directors and senior leaders to take strategic steps to develop a hospital-owned clinic in Prairie du Chien.

As part of this new hospital clinic, Great River Medical Clinic was acquired in January. The new CRH clinic utilized their location on Marquette Road, until a new, larger clinic was built and ready for patients. Construction of the new Crossing Rivers Health Clinic was completed and opened on July 1, 2014, on the site of the new medical center. The new Crossing Rivers Health Clinic in Prairie du Chien has fourteen exam rooms and two state-of-the-art procedure rooms.

This clinic is staffed with CRH employed physicians and nurse practitioner who provide Family Care, Primary Medical Care, Behavioral Health Services, Preventative Medicine and Women's Health Services.

Furthermore, in February 2014 Crossing Rivers Health was awarded the contract to provide a medical clinic on the campus of Southwest Wisconsin Technical College (SWTC) in Fennimore. The establishment of this clinic has furthered our partnership with SWTC to ensure that the healthcare needs of the Fennimore area, including the area businesses and residents were being met. It also provided the opportunity for even more hands-on learning opportunities for the students.

In less than one year, Crossing Rivers Health Clinics in Prairie du Chien and Fennimore, have served over 7,000 patients.
Partners of CRH serve as ambassadors, giving selflessly their hearts to make a difference in the lives of others.

~Samantha Donahue, Volunteer Liaison

What an exciting year for Partners of Crossing Rivers Health, a group of over 140 members committed to volunteering their time to improving the lives of others. Our dedicated team members donated a total of 3,790 hours through a variety of activities and events including welcoming and escorting patients and visitors to their destinations within our facility, assisting with National Hospital Week festivities, and organizing the annual Preview to Christmas event. In 2014, we once again earned the Honor Points Award, the most prestigious award presented to Partners who demonstrate and uphold an array of ideals set by the Wisconsin Health Association.

The highlight of the year for Partners was coordinating the 50th annual Preview to Christmas, “A Tribute to Christmas Past.” We are so proud to have hosted such a celebrated event for so many years, and we look forward to continuing the tradition at the new Medical Center.

Partners congratulate Crossing Rivers Health on receiving the Wisconsin Forward Award. We were honored to have our own representatives at the ceremony.

We also updated our by-laws by making a few changes and changed our name from Partners of Prairie du Chien Memorial Hospital to Partners of Crossing Rivers Health.

The success of Partners is demonstrated through the hard work and dedication through fundraisers and events, which include:

- Baby’s 1st Books provided to all babies born at CRH
- Mammography capes designed for a patient’s personal comfort and dignity
- Purple Hats, crafted to educate parents about the normalcy of early infant crying and raising awareness for Shaken Baby Syndrome

Partners awarded four $1,000 scholarships to high school students pursuing a career in the health care field. 2014 scholarship recipients included:

- McKenzie Banasik, Prairie du Chien High School
- Megan Herrick, River Ridge High School
- Kasey Kaufman, River Ridge High School
- Henry Schellhorn, North Crawford High School

We are proud to be part of such a wonderful organization and support its mission. We are proud to help impact the health and wellness of area communities.

2014 Partners Board of Directors

Dawn Arnold, Co-President
Ruth Skelly, Co-President
Deanie Kieser, Secretary
Lorna Davis, Treasurer
Delores Bonney
Donnette Carlson
Marlene Grunow
Alice Kirschbaum
Jeri Kluesner
Iva Mulhern
Jane O’Brien
Mattie Rademacher
Darlene Wolfgram

December 10, 2014
CRH received the prestigious Wisconsin Forward Award in recognition of CRH’s visionary leadership, workplace excellence and financial stability in a challenging industry. Members of the Hospital and Foundation Boards, Partners, and staff were joined by Senator Jennifer Shilling, Representative Lee Nerison, Prairie du Chien Mayor Dave Hemmer and Wisconsin Hospital Association President Steve Brenton to accept the award at a memorable ceremony held in Madison.
As we have focused over the past year on advancing healthcare for the region, the Crossing Rivers Health Foundation is honored to have received such wide-spread support and generosity from our donors.

The capital campaign to build a new, state-of-the-art healthcare facility was a success. Many generous donors stepped forth to make an investment in the future of healthcare in our communities and, through their gift they leave a legacy of generosity. In total, $1.2M was raised in support of the new Crossing Rivers Health Medical Center, through the first-ever campaign hosted by the Foundation.

In addition to the Foundation’s first capital campaign, our two annual fundraising events held in 2014 were wonderfully successful. LaSoirée fundraising gala raised $35,000 for the purchase of new and replacement equipment in the Cardiac Rehabilitation Department for the new Medical Center. The Golf Classic raised $16,000 for the Foundation’s General Fund, to be utilized in the areas of greatest need.

Each achievement the Foundation has celebrated since its establishment in 2010 is directly attributed to the generosity of our donors and the hard work of the organization’s volunteers and their desire to enhance local healthcare.

We are truly grateful for the trust and dedication of our donors and volunteers.

Through philanthropic efforts, the Foundation supports the mission of the Medical Center, ensuring a lifetime of quality healthcare to the people of our regional communities.

DONORS ENRICH HEALTHCARE

CHIEF DEVELOPMENT OFFICER MESSAGE

Sasha Dull
Chief Development Officer

With the support of Peoples State Bank, Community Health Services Corporation, and many donors, nearly $20,000 was raised at last year’s Golf Classic - making it possible to purchase this new baby warmer for our OB Department.

The Great River Care Center, McGregor, Iowa, made a generous gift to the Foundation’s capital campaign helping to build a new state-of-the-art medical center for the region.

FOUNDATION BOARD OF DIRECTORS

Jim Smith
President
Coreen Adamany, RN
Vice President
Mary Novey
Secretary
Char Bender
Treasurer
Maria Brummel
Rebecca Bush
Terri Connell
Roy C. George
Paul Ginkel
Fred Huebsch
John Kurt, DVM
Rick Peterson
Bill Sexton, FACHE
Chuck Simmons
Alan Weber, DC
Beth Welter, DDS

FOUNDATION HIGHLIGHTS
The hospital has always been a great source of comfort, knowing it is there to provide healthcare to us when we need it.
~ Jim Smith

Foundation Values

Honor. By treating all with integrity and carrying out each donor’s wishes, we will create a distinctive and reputable organization.

Education. By sharing our knowledge and gifts, we will enlighten the community and raise awareness.

Resourcefulness. By being creative and enterprising, we will ensure growth and stability.

Improvement. By supporting initiatives, we will achieve advancements for the betterment of all.

Trust. By demonstrating responsibility, we will build confidence in ourselves and from our donors.

Altruism. By focusing on public-minded needs, we will inspire philanthropic stewardship.

Goodwill. By collaborating with each other, donors and the community, we will extend kindness and charity.

Excellence. By pursuing quality in all that we do, we will ensure premier health care remains accessible to our communities, for all generations.

Foundation Highlights

The George family contributed to the Capital Campaign at the healer level. The gift shoppe and a conference room in the new medical center are named in recognition of their generosity.

Past President, Fred Huebsch, and Capital Campaign Co-Chair, Tom Farrell, thank donor Sally White for her contribution to the Capital Campaign.

Reception Supporters as of December 31, 2014

Capital Campaign Major Contributors

Foundation of CRH

Legacy

$250,000 or more

Healer

$100,000 - 249,999

Anonymous (2)
Robert & Penny Selch
Peoples State Bank
George Family Foundation

Visionary

$50,000 - 99,999

Bill & Coreen Adamany
Market & Johnson

Caregiver

$10,000 - 49,999

David & Vickie Breitbach
Larry & Maria Brummel
Charlie & Terri Connell
Ron & Bonnie Falch
Tom & Jean Farrell
Dr. Michael & Mary Ann Garrity
Great River Care Center
Kevin Kirschbaum Family
John & Kathy Kurt
Lady Luck Casino
City of Marquette
Bruce & Mary Novey Family
Chuck & Marlene Simmons

Caregiver (Cont.)

Jim & Delight Smith
Tom & Sally White

Friend

$5,000 - 9,999

Anonymous (1)
William & Andrea Adamany
Bill & Mickey Brown
Ken & Emily Buck
Todd & Patty Burkle
Dr. Steven & Rebecca Bush
Tim & Lori Clark
Catie Dean & Sheila Schuey
Duane & Laurie Fritz Family
Paul & Linda Ginkel
Fay Grim & Family
Dr. Mark & Dr. Ann Grunwald
Fred & Barbara Huebsch
Diane Koth
Matt & Nicole Martin
Sam & Julia Nelson
Gabriel Oosthuysen
Leary & Carolyn Peterson Foundation
Prairie Sand & Gravel-Blair Dillman
Mick & Becky Rooney
Cheryl Scheffert
Terry & Linda Thompson
Dave & Beth R. Welter, DDS
Bob & Ellen Zwirlein

The hospital has always been a great source of comfort, knowing it is there to provide healthcare to us when we need it.
~ Jim Smith
The hospital is maintaining quality while always planning for a better future.
~ Coreen Adamany, RN

The CRH Foundation purchased a Nu-Step machine for the Cardiac Rehab Department with funds from La Soirée, replacing an obsolete piece of equipment.

While we strive to get every donor name correct prior to publication, we apologize for an unintended omission or incorrect listing. Please contact Sasha Dull at 608.357.2140 or by e-mail at sasha.dull@crossingrivers.org with corrections.
As a result of great team work and commitment, our goal of quality patient care has always remained top priority. I am very proud to be a small part of that.

~Chris Trentin

Perseverance is the key to every great accomplishment because nothing of lasting value has ever been achieved without it.
Alone we can do so little; together we can do so much.
~ Helen Keller
Crossing Rivers Health will deliver high-quality, personalized health care and education, in a friendly and safe environment, to people in every stage of life, collaboratively with other regional health care providers.

Crossing Rivers Health will achieve the best outcome for every patient every time. It is where:
- Patient expectations are exceeded.
- Physicians want to practice.
- Caring people want to work.
- The community sees a source of pride.
- The region associates our name with high-quality.

Excellence.
Integrity.
Compassion.
Unity.
Joy.