



NATIONAL RURAL HEALTH RESOURCE CENTER

HOSPITAL SPOTLIGHT

Presentation Medical Center: Culture Impacts Success

[Presentation Medical Center](#) (PMC) is a 25-bed, not-for-profit Critical Access Hospital (CAH). Affiliated with Sisters of Mary of the Presentation (SMP Health System), a Catholic healthcare system based in Fargo, PMC provides care to the residents of Rolla, North Dakota and surrounding communities. "At PMC we provide our patients with the best care possible at a local level, making sure our patients receive the needed help, preventive measures, and necessary services to live a healthy life style and grow within a healthy community."

In 2017, PMC was selected by the [Small Rural Hospital Transition \(SRHT\) Project](#) and supported with a Financial Operational Assessment Project. This project assesses the hospital's operations at the department level to establish planning priorities and develop action steps to implement best practices that improve efficiency. The objective is to financially position the hospital for the future.

PMC Reports Positive Outcomes Within 12 Months

- Total margin increased by almost 3%
- Net patient revenue increased by more than 2.5%
- Days cash on hand increased by 14 days
- While not on Hospital Compare, patient experience scores, for "rate the hospital" and "willingness to recommend" both improved, meeting their set goals.

Top Accomplishments

Senior leadership is guided by the principle that progress is most effectively accomplished by starting with a strong and engaged leadership team. This team firmly believes that the culture (how we do things and who we are) impacts outcomes so a thriving and caring culture is of utmost importance. This is a team that believes "execution is the key to success." Each Thursday, leadership review progress and next steps for different projects and the SRHT project is a focus one Thursday a month. This strategy resulted in the following accomplishments:

- Quality is an imperative. Quality is a standing topic in newsletters, department staff meetings and town hall meetings. PMC partners with patients to improve outcomes through the slogan, "help us to help you."
- An increase in swing bed ADC from 0.7 pre-project to 5.5 post project. They accomplished this through formal and informal marketing, engaging their own medical staff and working to serve more complex patients.
- Reduced reliance on agency nurses by improving the hospital culture to enhance retention and attract qualified staff
- Enhanced clinic operations and promotion in community