

# BILLBOARD

A Monthly Newsletter for Employees and Friends of Bothwell Regional Health Center



It is better to be respected than to be rich. A good name is worth more than silver or gold.

- Proverbs 22:1

### **A Good Name**

#### **Letter from Lori**

Over the last few months, I've written about our new values: joy, community and purpose. This month, we close this series with integrity.

Integrity is the foundation of trust. It is knowing the line you will not cross and making decisions that uphold your character even when no one is watching. Every leader and every person needs to be clear on that line. For me, integrity means I won't do anything to compromise my name. A good name is something you earn, something that carries weight long after you leave the room because at the end of the day, that's all a person has.

The idea of a name being tied to integrity is something I think about often. In some religious traditions, like the Sisters of Mercy, nuns receive rings as a sign of their lifelong commitment. What's particularly meaningful is that they choose the words inscribed on their rings — something personal that reflects their deepest values and serves as a daily reminder of the promises they've made.

If you were to ask me what my words would be, I would choose Proverbs 22:1 — "It is better to be respected than to be rich. A good name is worth more than silver or gold." I even have these words inscribed on a desk plaque in my office that serve as a constant reminder that my actions each day reflect my own



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601 East 14th Street Sedalia, MO 65301

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#### **EDITOR**

Dana Kelchner

#### **DESIGN**

Callis & Associates

#### **SUBMISSIONS**

Content is due by the 15th of each month for that month's issue to <a href="mailto:dkelchner@ecallis.com">dkelchner@ecallis.com</a> or <a href="mailto:dkelchner@brhc.org">dkelchner@brhc.org</a>.

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## A Good Name (Continued)

commitment to integrity. Our choices, big and small, define our name and the legacy we carry forward.

Integrity is the cornerstone of trust in health care. It means doing the right thing even when no one is watching. Our patients place their lives, their stories and their secrets in our hands, and it is our moral and professional duty to honor that trust. Integrity calls us to speak up when something doesn't seem right, to take action when safety is at stake and to uphold the promise we make every day: to keep our patients and their secrets safe. In a world that can be uncertain, our integrity must remain unwavering.

Integrity is more than honesty. It's about consistency between our words and our actions. In health care, it means following through on the promises we make to our patients and to each other. It means showing up every day with the same commitment to quality and safety even when the work is hard. It means choosing what is right over what is easy because integrity isn't just about big moments, it's about the small ones, too.

One of the most fundamental promises we make is to keep our patients safe. Safety is the ultimate test of integrity because it requires vigilance, accountability and follow-through. It is about physical well-being and emotional and psychological safety, protecting privacy, maintaining dignity and ensuring that every person who walks through our doors receives the highest standard of care.

Next month, I will share the results of our Culture of Safety survey. These results will give us insight into how we're upholding our promise to keep all patients safe. Because at the core of everything we do, integrity means following through on the promises we make.

Stay well. Be well.



## Mission, Vision and Values

#### **Our Mission**

Together, we work to provide compassionate and safe care to our family, friends and neighbors, while remaining proudly independent.

#### **Our Vision**

Our health care team will be our region's first and most trusted choice for care.

#### **Our Values**

Our values inspire our behaviors, which create who we are to each other every day.

- **Community** Our community is our family.
- Purpose Our purpose, your care.
- Integrity Integrity is our reputation.
- **Joy** Joy is our strength.

## **HOT TOPICS**

Hot topics are the ones generating interest and debate in the Café, in break rooms, in offices or hallways. Whether you call them water-cooler conversations or "hey, what's going on" questions, here's where you'll find answers and information.





## KNOW A CRNA? YOU COULD EARN UP TO \$15,000!

## **Identifying Aggressive Patients**

An orange triangle magnet outside a patient's room is a visual cue to alert staff that the patient has been identified as being potentially aggressive. This communication tool enhances staff awareness and ensures proper precautions are taken to maintain a safe environment for patients and health care providers.

#### How are patients identified for this designation?

A multidisciplinary team composed of PCC, Security and Social Worker team members assesses the patient based past behavior, current assessments or risk factors as noted by the health care team.

#### Where is the magnet placed?

The orange triangle magnet is placed outside the patient's room in the designated display area so that it's visible to all staff yet positioned discreetly to protect patient privacy.

#### What do I need to do when I see an orange magnet?

Be aware of the meaning of the magnet and take appropriate precautions when interacting with the patient. These include:

- Not directly discussing the purpose of the magnet with the patient or family to avoid stigmatization
- Using neutral language when discussing patient care and safety procedures
- Maintaining a safe distance
- Ensuring adequate staffing when engaging with the patient
- When necessary, using de-escalation techniques

#### When will the magnet be removed?

Once the patient is reassessed and the multidisciplinary team approves that the patient is no longer a risk, the magnet may be removed.

All staff will receive training on the use and significance of the orange triangle magnet, and regular audits will be conducted to ensure compliance with this procedure. Questions? Please contact Jennifer Evert, Emergency Preparedness manager, at <a href="mailto:jevert@brhc.org">jevert@brhc.org</a>.

Certified Registered Nurse Anesthetists (CRNAs) are nurses who specialize in administering anesthesia and related care and work in the hospital with our anesthesiologists and surgeons.

If you're a Bothwell employee and know a CRNA looking for a new opportunity, consider referring them through the CRNA referral program.

#### Who's eligible to make a referral?

- All employees except Senior Leadership Team members and HR personnel
- Referring employee must be free of corrective action and have been employed by Bothwell for a minimum of six months
- Referred candidates must be new to Bothwell and have not previously worked at Bothwell in the past 36 months, not currently involved in any active recruitment process and applying for a benefits-eligible position

Upon a successful candidate being hired, three payouts of \$5,000 will be made to the referrer at the 30-, 90- and 180-day milestones.



## **Updates: Meditech Expanse Upgrade**

Meet the IT Clinical Informatics team organizing and working on the upgrade!



Front row, left to right, Rachel Norton, Jackie Webb, Ashley O'Bannon, Jody Teague and Kirstie Schultz; back row, Tory Kroeschen and Jami Sleeper



#### **Timeline of Important Dates**

- April 14 Integrated testing with all departments begins
- May 12 Training begins
- June 24 Go live

Please note that the April and May dates are tentative and may need to change. More information about training dates/times will be made available in April.

## **Queen City CAPS**

#### **Project Profile**

Hello! Our names are **Kelsey Thomas** and **Ayla Perkins,** and we are proud CAPS associates. For our project, we have designed and distributed a comprehensive mental health survey to a broad group, including students, faculty, staff and members of the local community.

The goal of this survey is to identify and better understand the most pressing mental health trends and concerns affecting our community today.

Based on the valuable insights we gathered, we are thrilled to announce that we are partnering with Kim Ream, a highly experienced and licensed professional counselor, as well as a marriage and family therapist.



Kim will provide expert feedback and discuss the survey findings in detail through an insightful podcast episode, which we believe will be an invaluable resource for all who are looking to better understand and support mental well-being. We hope that this collaborative effort will spark important conversations, promote awareness and encourage positive action in addressing mental health issues.



From the Expert
Addressing ED Wait Times

Mike Shipp, PA, Director, Emergency Department

With experience in emergency medicine and military service, Physician Assistant Mike Shipp leads a team of caregivers that sees and treats on average about 70 patients a day in our Emergency department (ED).

To improve patient care, the ED team has implemented faster assessments and a new hospital-wide team has formed to review the hospital's discharge process to get patients waiting in ED beds into our hospital beds faster.

**READ MORE** ▶

## **Clinics Progressive Open Houses**

On March 26, we hosted a series of progressive open houses to celebrate three new and renovated clinics and held ribbon-cuttings provided by the Sedalia Area Chamber of Commerce Ambassadors.

At Bothwell Specialty Services, we recognized Dr. Elmer and Peggy Van Dyke by placing a plaque in the entry way recognizing their legacy of care in our community. The Van Dykes also received a version of the plaque for themselves.

The second clinic visited was Bothwell Family Medicine Associates on the first floor of the Healing Arts Center and the final stop was Bothwell OB/GYN Associates.

Thanks to Terri Deer and the Dietary team for the refreshments and to everyone who attended!



















## A Going Green Initiative

We are proud to announce our participation in the CMS Green Initiative, a voluntary nationwide effort to reduce our carbon footprint and promote a more sustainable health care environment for the future. This initiative aligns with our commitment to environmental responsibility and long-term sustainability.

Leading this effort are Rudy Reyes and Jennifer Evert, who are evaluating all possible avenues for reducing waste, increasing efficiency and implementing eco-friendly solutions throughout the hospital.



One of the first steps in this initiative is the transition from Styrofoam to paper products in the Café. While this change will result in a slight cost increase, staff are encouraged to help offset expenses by using reusable plates, flatware and cups whenever possible.

## RECOGNITION

Recognition acknowledges exemplary individual and team efforts, how we volunteer in support of our community and kudos. From awards to shout-outs, this is the place to celebrate and show appreciation.



Submit your Employee of the Month nominations online!



## Scan the QR code or find the link on the intraweb

Nominations should include specific situations, behaviors or events where **exemplary** behavior was demonstrated by a teammate.

Part of the OASIS Recognition and Awards team's new processes is to include the names of those who were considered for the Employee of the Month award. Nominees receive a copy of their nomination along with a certificate of consideration.

Congratulations to the other March nominees!

- Sarah Fredrickson, RN, Emergency Department
- Dr. Daniel Woolery, Bothwell Pulmonary Specialists / CCU
- Lisa Shaw, RN, Medical and Surgical Unit / 2 Southwest

# **Employee of the Month**March

**Staci Ward, NP,** in the Emergency department (ED), is our March Employee of the Month for taking the lead on the development of the ED's provider in triage (PIT) program.

The PIT is either a nurse practitioner or physician assistant who conducts a patient's medical screening exam to rule out an emergency medical condition and moves the highest-acuity level patients to



an exam room while others remain in the waiting room. One of the program's goals is to reduce the number of patients who leave the ED before being evaluated or who after evaluation, leave against medical advice.

The nominator said that Staci's commitment to the overall success of the ED and her undisputed accomplishments are a direct reflection of how dedication and hard work affects positive outcomes.

"Staci's attention to detail and passion for excellence in developing the PIT program has resulted in a current rate of 1.4% of patients in the ED who leave before being evaluated or against medical advice," the nominator said. "The national benchmark for these measures is 2%, and prior to Staci taking over management of this process, the rates for Bothwell were 8.7%."

Thank you, Staci, for your leadership of the PIT program. Your work is directly impacting the quality of patient care being provided in the ED.

## **Key Awards**

#### **February**

Chris Moon Megan Jones Barbara DeBates Christina Swank Savanna Bouldin Ashley Updyke Jeff Lamb Jason Pals Shelby Bergman Skye Tuttle Ramie Nesmith Seth Hofstetter Stephanie Shull Kailee Bonham Becky Calhoun Risa Gillaspie Samantha Kinner Natalya Antonov Donna Bell Amy Hamlin

## **Shout Outs**

Each year, there are recognition days, weeks or months that are created to bring awareness to medical professionals. Take some time in April to thank the people in these departments for the important work they do.

- April 20–26: National Medical Laboratory Week
- April: Occupational Therapy Month
- April: National Volunteer Month

# Submit your KEY Award nominations online!



## Scan the QR code or find the link on the intraweb

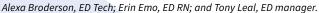
Given based upon excellence demonstrated in the four Key Basics for actions that promote quality patient care and increase patient satisfaction.

## **Bothwell in the Community**

Members of our team participated with other community agencies to host a mock accident exercise at Cole Camp High School recently to educate students about the dangers of impaired driving, distracted driving and other risky behaviors that can lead to car accidents, especially during the high-risk period of prom season.

Student Madisyn Paxson (daughter of Natalie Paxson) initiated the exercise as a project for FBLA and FCCLA events and awareness.







## You Knocked Our Socks Off

It's not every day you come across a physician who embodies the rare blend of scholarly brilliance, unshakable perseverance and genuine humility — in **Dr. Levi Harris**, we've found exactly that. As one of our inaugural residents, Dr. Harris has set the bar sky-high, exceeding every expectation placed before him.

Over the course of his three-year residency, he has produced four national presentations and four national publications — a truly outstanding academic accomplishment, especially when paired with the local presentation requirements of our program. These achievements, impressive on their own, are made even more remarkable by the context in which they were completed: long clinical hours, demanding rotations, continuity clinic responsibilities and the inherent challenges of being a pioneer in a brand-new residency program.



Marvin Smoot, Clinic Operations vice president, and Dr. Levi Harris

Dr. Harris met each of these obstacles with curiosity, creativity and quiet determination. His work is a testament not only to academic excellence but also to the grace, compassion and humble leadership he brings to our team. He has played an instrumental role in shaping what our residency program can become, and for that, we are endlessly grateful.

Dr. Harris, you have truly knocked our socks off.



## The Best of the Best

**Nurse Practitioner Chelsea Casteel** at Bothwell Health Center-Truman Lake in Warsaw was recently recognized as a top tier winner in the "best physician" category in the 2025 Best of Benton County awards. Congratulations, Chelsea, we're proud of your expertise and compassionate care of patients in the area!



From left to right, Steve Davis, chief executive officer; Lori Wightman, CEO; Tom Fairfax, IT director; and Deron Widmer, TIHA Client Services manager.

## **Tiger Institute**

Bothwell was recently recognized by the Tiger Institute for Health Alliance (TIHA) for being a member of the TIHA Health Information Exchange for 10 years.

A division of the Tiger Institute for Health Innovation, the TIHA is a coalition of organizations dedicated to improving the efficiency and quality of health care delivery while positively impacting the health and care of individuals, communities and beyond.

The major goals of member partnership are to provide access to new health innovations, leverage the most advanced health information technology and provide opportunities for collaboration with forward-thinking peers who are also working to create a healthier Missouri and beyond.

## Security Team Recognized by Air Evac EMS, Inc.



Jen Ellis, MU-3 program director, presented the Security team with a service award. From left to right, Ann DeFusco, Jastin Wright, Adam Krueger, Eddie Emery, Hunter Thornburg, Ken Blen, Shannon Jeffries, Bob Blacklock, Jen Ellis, Alex Kresse, Mike VanDeusen, Tyler Hanisch, David Desmond, Brandon Mucke and Alona Reid. Not pictured: Tim Jackson, Casey DeVorss, Travis St Cyr, Mike Elwood and Adam Schreck.

Congratulations to our top-notch **Security team** for receiving a service award from Air Evac Lifteam Northeast Region. Air Evac EMS, Inc., which operates Air Evac Lifeteam, is the leading helicopter air ambulance company in the United States. Air Evac Lifeteam has more than 130 air medical bases across 18 states.

The team was nominated by the MU-3/Air Evac flight crew that serves Sedalia and surrounding communities. Jen Ellis, MU-3 program director, said the award is for the team's constant response to ensuring the helipad is ready for landing and for assisting the team in getting patients safely to and from the helicopter.

"This award is for the team's everyday response in making sure we do not encounter foreign objects and debris by securing the dumpster slides that are near the helipad, and specifically for preparing the helipad during several rounds of severe winter weather," Ellis said. "The team also has exceptional diligence in making sure our cot doesn't slide off the stretcher going up and down the hill to the ED."

The team was selected for the award out of the entire Air Evac Lifeteam Northeast Region and received a plaque and cake for their work and dedication.

Well done, Security team!

## PERSONNEL NEWS

Look here for updates on new hires, promotions, retirements, achievements, birthdays and other staff-related news. Our organization is a busy and vibrant place to work. Personnel news helps keep everyone informed about our greatest asset ... our people.



# REMEMBERING MICHELLE NIEMAN



Michelle Nieman, a valued friend and coworker to many, passed away unexpectedly on March 26. Michelle worked for many years at Bothwell in Dietary, Patient Financial Services and Health Information Management. She obtained her certification as a Registered Health Information Technician (RHIT) to further her career in coding.

Michelle loved her pets and her family more than anything, especially her new grandson.

We will miss her work ethic and bigger-than-life laugh along with the comedy she provided to the department.

Visitation will be held from 1–3 pm Thursday, April 3 with a service to follow at Campbell-Lewis Funeral Home in Sweet Springs.

#### **Natalie Sims**

Director, Health Information Management

## **New Physicians**

Laura Hoppe, MD Hospitalist Program

#### **Education:**

MD – American University of Antigua College of Medicine Residency – University of Pittsburg Medical Center – Internal Medicine



Patricia Cox, MD Hospitalist Program

#### **Education:**

MD – Duke University School of Medicine - Durham, North Carolina

Residency – Internal Medicine – University of Pittsburgh School of Medicine and Hospitals of the University of Health Center Pittsburgh

## **Moves and Retirements**

Congratulations to **Christy Williams RN, BSN,** on her new role as manager of the Medical and Surgical (2 Southwest) and Surgery Short Stay units. She will start her new position on April 8. Former manager **Natalie Paxson** has transferred to the Bothwell Pain Clinic.



Congratulation to **MIke Parrish,** central monitoring tech in Central Monitoring on his retirement this month.

To see all physicians and providers and their services, visit <a href="mailto:brhc.org/">brhc.org/</a>

find-provider/.

## **Welcome to These New Team Members!**

**Venessa Bezlisyuk** *Admitting* 

**Abigail Rodriguez** *Progressive Care Unit* 

**Paul G. Williams** *Housekeeping* 

**Delaney L. Meyer** *Medical and Surgical Unit / 2 Southwest* 

**Heather L. Smith** *Medical and Surgical Unit / 2 Southwest* 

**Anna M. Carmon** *Health Information Management* 

Lindsey N. Thomas

Patient Financial Services

**Grace E. Warner** *Walk In Clinic* 

**Deborah L. Rose** *Nursing Administration* 

**Jillean A. Watts** *Progressive Care Unit* 

Mary F. Cameron Housekeeping Sandra J. Clark

Linen

Dr. David R. Buvat

**de Virginy** Hospitalist **Courtney N. Tanner** 

Women's Health and Newborn Care

Bailey N. Brown

Critical Care Unit

Rilee L. Jackson

Women's Health and Newborn Care

**Rosio Rubio** 

Bothwell Family Medicine

Alexis K.D.Lawson

**Admitting** 

**Carrie Briggs** 

Surgery



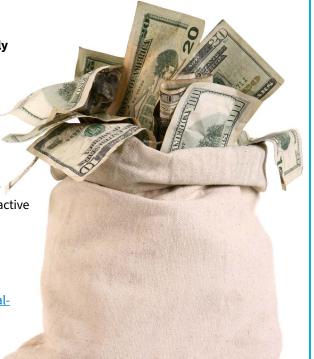
## Refer a Friend and Make Extra Money

Earn rewards while sharing the Bothwell love with friends and family in the Employee Referral Program!

- All employees can take part in the referral program with the exception of the Senior Leadership Team and HR personnel.
- Department/Clinic Directors are eligible if the person referred is someone outside of your own department(s).
- Referring employees must be free of corrective action and have been employed by Bothwell for a minimum of six months.
- Referred candidates must be new to Bothwell and have not previously worked here within the past 36 months, not currently involved in any active recruitment processes and applying for a benefit-eligible position.

\*Three payouts of \$250 each will be made to the referrer at the employee's 30-, 90- and 180-day milestones.

More information and the referral form can be found on the Intraweb > HR Corner and on the public website at <a href="https://www.brhc.org/careers/additional-information/">www.brhc.org/careers/additional-information/</a>. This new program was developed by the Referral and Onboarding OASIS team.



# THE BRIDE

### **April**

Abigail Rodriguez1
Casey Langston1
Dennis Gerken1
Julie Mateja1
Kim Perez1
Brad Nicholson1
Alexis Anderson2
Heather Walker2
Kevin Kares2
Leah Bargfrede2
Mackenzie Walker2
Andrea Strouse3
Irene Slivinskiy3
Leisha Nakagawa3
Linda Long3
April Ream4
Kaslyn Gail4
Mandy Simpson4
Katie Musgrave5
Logan Fluty5
Madeline Kindle5
Stephenie Shull5
Cody Knutson6
Danielle Howard6
Eric Walton6
Lawrie Knox6
Jessica Braun7
Shenee Daulton7
Brooke Reed8
David Waters8
Peggy Rawdon8
Yelena Gubarik8
Heather Lewis9

Paige Johnson .....9

Rebecca Dowell9
Eddie Emery10
Isabel Juan10
Megan Taber10
Olga Silchuk10
Olivia Williams10
Skye Tuttle11
Alona Reid12
Amanda Gates12
Brandon Cornine12
Bellinda St Cyr13
Diana O'Connor13
Emily Silchuk13
Dr. Jared Engles13
Susan Reed13
Victoria Burkett13
Carrie Boissoneau14
Lucinda Manolias14
Dr. Dalton Lohsandt15
Hank Salmons15
Sarah Anderson15
Jessica Sullins16
Candace Kadtke17
Kimberly Murphy17
Ronda McMullin17
Bailey McGinnis19
Bethany Alford19
Beverly Crawford19
Latanya Jones19
Sandra Stephens19
Subashini Flower19
Herbert Robertson20
Dachael Free

Hannah Williams	22

Hannah Williams22
Kelly Naylor22
Travis Glenn22
Yana Lobasyuk22
Aaron DeVorss23
Cheryl Hill23
Katherine Diaz Salmeron23
Shandell Dailing23
Oma Brooks24
Whitney Clawson24
Eric Fredrickson25
Jillean Watts25
Katlynne Windsor25
Rebecca Leiter25
Bradley Radu26
Janna Crowder26
Rebecca Balch26
Whitney Stevens26
Brianna Murray27
Lesley Jackson27
Talesha Hoffman27
Gina Staus28
Kaela Reeves28
Victorie Hoover28
Abigail Murray29
Carla Humphreys29
Keri Talbott29
Paige Shelton29
Sharon Francis29
Ava Needy30

Brandy Chamberlin ......22 Nia Buckner-Hawkins ......30

## **COMMITTEE UPDATES**

Meetings ... meetings ... meetings. There are currently over 50 standing committees working on a variety of topics and issues that keep Bothwell moving forward. From the Board of Trustees to the Patient Family Council, important work happens in committees every day.



## **Nominations Due**

### Nurse of the Year and Nursing Support Staff of the Year

Bothwell has many outstanding nurses and nursing support staff who are well deserving of these awards. Nomination forms can be obtained from Human Resources and are due to that office by

**10 am Monday, April 21.** Late submissions will not be accepted.

## "Courage to Soar"— Nurses Week 2025

#### May 6-12

This Nurses Week, we celebrate the courage, dedication and passion that lift our nurses to new heights! Our 2025 theme, "Courage to Soar," reflects the resilience and strength that nurses bring to patient care every day.

Join us for a week of gratitude, fun and recognition as we honor the incredible work of our nursing team.

#### **Nurses Week Schedule of Events**

#### Monday, May 5: Lift Off with Gratitude

We're kicking off the week with notes of gratitude and a special coffee and pastry bar—because every great flight needs fuel.

#### **Tuesday, May 6: Soaring Together**

Strengthen team bonds with fun icebreaker cards and dress up with your work bestie(s) for a day of connection and camaraderie.

#### Wednesday, May 7: Fly High with Fun

Test your knowledge with Nurses Week Trivia and enter for prize drawings throughout the day.

#### Thursday, May 8: Throwback Thursday

Celebrate the past while propelling toward the future. Dig out your nursing school photos and send them to Tammy Jackson at <a href="mailto:tljackson@brhc.org">tljackson@brhc.org</a>, to be included in our nostalgic showcase. Plus, the beloved **treat trolley** returns.

#### Friday, May 9: Soaring Beyond Limits

We close the week with our inspiring Nurses Tea, a time to honor, recognize and celebrate our outstanding nurses who truly soar beyond limits. Our keynote speaker is Laura (Lori) Wightman, also known as the "other Lori Wightman," and our Nurse of the Year and Nursing Support Staff of the Year nominees will be recognized and winners announced.

#### **All Week: Photo Props**

Capture the memories and share the joy—use our Nurses Week photo props and post your pictures.

Let's come together to uplift, appreciate and celebrate the incredible nurses who make a difference every day. Thank you for your courage to soar!

## **Nurses Week: Keynote Speaker**

#### Laura (Lori) Wightman

Lori has served as a leader in health care for over 30 years. She received her Doctor of Nursing Practice with emphasis on leadership and talent management from Rush University in Chicago. Her Master of Science in nursing degree (Clinical Nurse Specialist; Leadership) and her Bachelor of Science in nursing degree were earned at Grand Valley State University in Allendale, Michigan.

In addition to formal education, Lori pursued training to earn a Six Sigma Green Belt, Lean and project management credentials. She is credentialed as a Professional Certified Coach (PCC) by the International Coaching Federation and as a certified Equus Coach by the Center for Equus Coaching. Lori is certified by the American Nursing Credentialing Center (ANCC) as a board-certified executive—advanced and by the American Organization for Nursing Leadership (AONL). She also has earned credentials from Brene' Brown and Stewart Leadership. She was inducted as an AONL Fellow in 2023.



Lori joined the McKelvey School of Engineering at Washington University in Saint Louis. In this role she is partnering with engineers to educate the health care workforce on how to improve outcomes, create value, embrace innovation and improve the work environment with the ultimate vision of creating sustainable health care.

She joined the American Hospital Association (AHA) to serve as the Senior Director of Professional Practice for American Organization of Nurse Leaders (AONL). In this role she has oversight of AONL Credentialing Center, leadership competencies and assessments, technology and innovation programs, and other transformational leadership strategies. Additionally, she is engaged in nursing research projects to improve nursing leadership practice.

Lori is the CEO of Red Clover Leadership, LLC—a coaching firm. She provides leadership, life and career transition coaching. She has combined her love of horses and passion to help others grow by offering a unique service—Equus Coaching—where the horse serves as her co-facilitator in coaching sessions. She is a speaker and author with a new book on the way—*Leadership Lessons from the Horse*.



# BECOME A MEMBER/OWNER TODAY!

#### What's Offered?

BHECU offers multiple account options to fit your needs AND low interest rates!

- Christmas Club
- Education
- Vacation
- Emergency
- Kids Accounts
- Certificate of Deposit (CD)

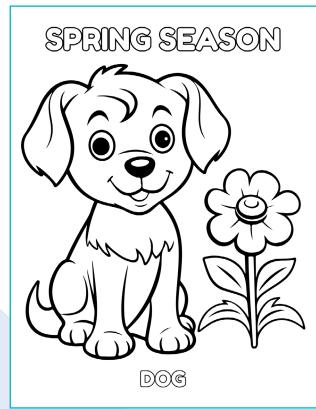


## The Colors of Spring

Spring coloring sheets are available to pick up in Human Resources on the hospital's ground floor. When complete, please send them to Melissa Guffin.









### **Easter Cookie Class**

#### With Crumb Coat by Carianne Chappell

#### April 5, 10 am

**Bothwell Education Center** 

- Decorate six delicious sugar cookies
- Class size is limited to 30 participants-first come, first served
- Limited to Bothwell team members and their invited guests only
- Payment due upon booking to reserve/confirm your spot.

To RSVP, contact Melissa Guffin, Employee Engagement coordinator, at ext. 9406 or <a href="mailto:mguffin@brhc.org">mguffin@brhc.org</a>







## **Springwater Potting Class**

#### May 6, 6-8 pm

**Bothwell Education Center** 

All attendees will be given a "drop-in pot" with soil to fill with beautiful fresh florals as you choose. Please measure your pot's diameter/opening at home prior to committing to a size.

#### Sizes/Pricing

- Small/10 inch \$35
- Medium/12 inch \$45
- Large/13 inch \$65

\*Pot size will determine how many plants you get to choose for your pot(s).

Payment due upon reservation; this event is only open to Bothwell employees. RSVP by April 15 to Melissa Guffin, Employee Engagement coordinator, at <a href="mailto:mguffin@brhc.org">mguffin@brhc.org</a> or ext. 9406.

## Girls Day Out Spa Style

May 10, 10 am — Noon | Bothwell Education Center

A fun-filled morning of snacks, "sparkle juice," massages, nail painting, light makeup application, face masks and hair styling for Bothwell employees and their children aged 3 to 12. Cost is \$8 per person.

Class size is limited so first come, first served. Please RSVP with payment by April 25 to Melissa Guffin, Employee Engagement coordinator, at <a href="mailto:mguffin@brhc.org">mguffin@brhc.org</a> or ext. 9406.







## Hospital Week: May 12-16

#### Step Right Up and Join the Fun!

#### May 12: Carnival Kickoff

Wear your favorite striped attire and enjoy zebra cake. The week will kick off with bingo and prizes at stake!

#### May 13: (T)Winning Tuesday

Dress as your favorite Bothwell teammate/wear bright colors to begin the "hunt." Save room for some sugary goodness for you to munch.

#### May 14: Wacky Wednesday

It's all fun and guessing games, clowns and mimes among us. Plus, a tasty treat that is perfect for a circus.

#### May 15: Midway Magic

Polka dots, "oh my!" and popcorn galore. Do some trivia today to let your mind wander and explore.

#### May 16: Final Countdown

Come one, come all, dress like you're going to a carnival event. We have one more game for you and a snack you think will be a hit.

#### May 16: The Main Event, 4-8 pm

The Friday evening activity is open to the public. Save the date for fun for all ages that will include a petting zoo, food trucks, cake walks, face painting, balloon artists, games and prizes.

Location: Bothwell Hospital, parking lot and grassy area east of the Education Center

**Cost:** FREE (food trucks not included)

Department/Clinic Challenge Inflatable Race(s)

Employees: Get ready to bounce, waddle and race your way to victory. All departments and clinics are invited to send a staff member to compete in the race at 6 pm May 16.

Contact Melissa Guffin, Employee Engagement coordinator, at <a href="mailto:mguffin@brhc.org">mguffin@brhc.org</a> or ext. 9406 for more information and **RSVP by May 14.** 



## Father's Day Fishing Derby

June 13, 6–8:30 pm Clover Dell Park

Dinner: 6-7 pm; FREE hot dogs

for the first 300 attendees provided by Bothwell Regional Health Center

**Fishing:** 7–8:15 pm

Prizes will be awarded for biggest, longest and smallest fish. Fifty fishing poles will be available to borrow courtesy of the Missouri Department of Conservation, and worms will be provided on a first come, first served basis.

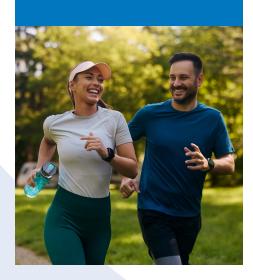
**Pre-registration by June 11** is strongly encouraged.

Visit <u>www.sedaliaparks.com/special-events</u> for details or stop by Sedalia Parks and Recreation at 1800 W. Third St. or call 660.826.4930.



# Are you interested in walking/jogging/ running a 5K, 10K or half marathon in 2025?

Reach out to Jilene Streit at <u>jstreit@brhc.org</u> or Melissa Guffin at <u>mguffin@brhc.org</u> for assistance in tailoring a plan to meet your goals and needs!



## **Bothwell{ness} Health Tips**

#### **Bothwell{ness} Committee**

#### **Health Benefits of Celery**

- Lowers high cholesterol
- Lowers inflammation
- Prevents / treats high blood pressure
- Prevents ulcers
- Protects liver health

#### **Health Benefits of Pushups**

- Work multiple muscle groups
- Increases upper body strength
- Good for your core
- Improves your posture

#### **Taking Care of Your Kidneys**

- Eat a healthy diet
- Manage your weight
- Manage your cholesterol
- Stay hydrated



- Boosts digestion
- Reduces bloat
- Fights infections
- Prevents UTIs
- Supports bone health
- Boosts heart health
- Versatile and convenient
- Exercise regularly
- Take prescribed medications
- Reduce stress
- Quit smoking

## **Step into Spring**

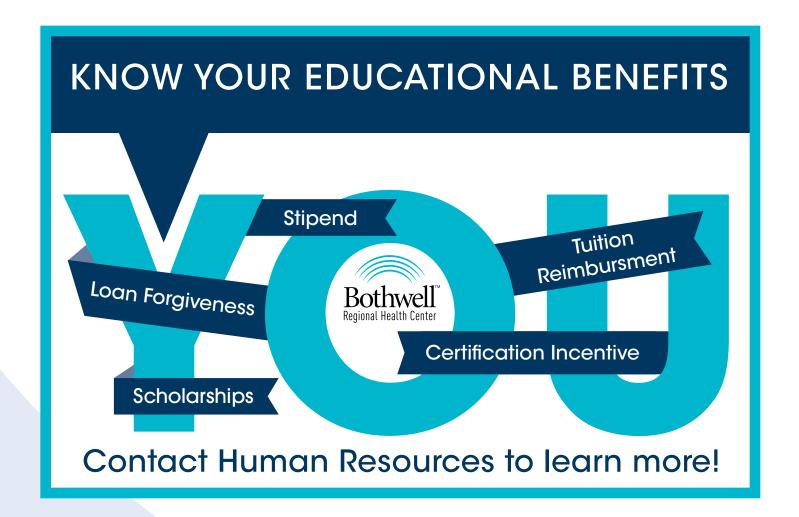
National Walking Day is April 2. Do you know that walking:

- Helps tame a sweet tooth
- Reduces risk of developing breast cancer
- Eases joint pain
- Boosts immune function
- Counteracts the effects of weight-promoting genes
- Lifts your spirits
- Improves heart health
- Aids digestion
- Enhances sleep quality

Try this basic 30-minute walking workout!







### **Severe Weather Awareness**

#### **Emergency Preparedness Committee**

Springtime is here again and along with planting flowers and getting mowers ready, it marks the return of dangerous weather situations. Everyone should be aware of changing weather conditions and familiarize themselves with what to do when a storm turns serious during work hours.



#### What is a code yellow?

A code yellow is used in the case of a tornado warning.

#### **Communication**

Depending on the condition, an announcement will be made on the overhead paging system. When conditions exist that favor the formation of a tornado, a **weather watch** will be announced. When a funnel cloud has been sighted in the area, a **code yellow for a tornado warning** will be announced.

Properties not connected to the overhead paging system have weather radios that should be monitored for alerts during weather conditions.

#### What should I do in the case of a weather watch?

Existing conditions that favor the formation of a tornado qualify for a weather watch. If a weather watch is announced, all employees should:

- Close all doors, windows and drapes
- Turn off all unnecessary electrical equipment, but leave lights on
- Secure files and loose or movable objects
- Limit elevator usage
- Review tornado plans
- Proceed with normal operations

Employees in patient care areas should:

- Provide information and instruction to patients and visitors; visitors should stay with the patient.
- Supervisory staff should discuss plan of action with coworkers
- Prepare patients to be moved to safe central core areas if a code yellow is announced
- If any patients are receiving oxygen, notify Respiratory Therapy

## What should I do in the case of a code yellow for a tornado warning?

A code yellow for a tornado warning is issued when a funnel cloud has been sighted in the area. If a tornado warning is announced, employees should:

- If away, return to designated work area using the stairs; do not use elevators
- Ensure doors, windows and drapes are closed
- Ensure loose or movable objects are secure
- Follow your departmental plan
- Be prepared to seek immediate shelter

If not involved with patient care:

- Go to a central core area (safer areas are inner corridors away from exterior doors and windows)
- Remain there until an all clear is announced

Employees in patient care areas should:

- Move patients from their rooms into a corridor in the immediate vicinity as far as possible from exterior glass while maintaining a safe distance from others (if patients are in other departments at the time of the warning, they should remain there in the care of that department's staff)
- Patient visitors should stay with the patient
- Remain with the patient until an all clear is announced

#### **Take Note**

Individuals who receive the weather statement call for their specific department must notify the manager on duty and contact necessary personnel.

Employees must be prepared to move all individuals to a safe area per the departmental plan and move unsecured equipment and hazardous chemicals to a safe area, if time allows.

Review the Code Yellow-Tornado Warning policy and discuss plans and procedures in your department.

# DEPARTMENT AND CLINIC NEWS

Find updates specific to particular departments including announcements on projects, achievements, changes and upcoming events. Communication between departments and to everyone in the organization is key to a well-oiled machine.



#### **Human Resources**

Bothwell Regional Health Center complies with Missouri state laws regarding workers' compensation. This legislation provides for lost wages and medical expenses in the event of a work-related injury.

The Missouri Workers Compensation Law defines a work related injury as "an injury that has arisen out of and in the course of employment." An injury shall be deemed to arise out of an in the course of employment only if:

- It is reasonably apparent, upon consideration of the circumstances, that the accident is the prevailing factor in causing the injury.
- It does not come from a hazard or risk unrelated to the employment to which workers would have been equally exposed outside of an unrelated to the employment in normal non-employment life.

**Bothwell Work Injury Policy** provides guidelines to be followed when an employee is injured on the job.

- Report the injury to the immediate supervisor as soon as possible.
- An Injury Report form should be completed and submitted to Human Resources within 24 hours of the injury. Forms are available on the intraweb, in each department and in Human Resources located on the hospital's ground floor.
- Human Resources staff will assist injured employees who require medical treatment. Seeking treatment on your own will not be covered.
- Medical treatment for work-related injuries is not a covered service under the BRHC Medical Plan.
- Injured employees are required to accept modified duty assignments if authorized by the treating physician. An employee who refuses modified duty assignments will not be eligible for lost wages.

For more information, please see the Human Resources Work Related Injuries Policy on the intraweb.



## Logo Wear Website

## Shop the Bothwell eStore for branded apparel and merch!

Shop for clothing, scrubs and hats at <a href="mailto:brhc.org/estore.">brhc.org/estore.</a>

The eStore link can also be found on the intraweb.

Site may not open in Internet Explorer; use Chrome or Firefox instead.



# Bothwell Cancer Center Represented at the U.S. Capitol

**Kara Sheeley,** Oncology Services director, and Nurse Practitioner **Dee Dee Gilmore** in the Bothwell Susan O'Brien Fischer Cancer Center recently attended the Association of Cancer Care Centers 51st Annual Meeting and Cancer Center Summit in Washington, D.C.

Gilmore said the experience was an incredible opportunity to learn about the latest advancements in oncology technology and advocate for critical patient care issues.

"We were eager to meet with legislators to discuss drug shortages and the hurdles of prior authorizations, both of which cause significant delays in patient care," she said. "However, the KC Blizzard of 2025 had other plans, delaying our arrival."

Despite the unexpected weather challenges, Gilmore and Sheeley made the most of their time in our nation's capital. Over two days, they attended sessions on AI-driven advancements in oncology, covering everything from enhancing scheduling efficiencies to identifying incidental findings that improve early detection and treatment. Additionally, they explored strategic partnerships and comprehensive cancer care models, gaining valuable insights into improving coordination and expanding access to high-quality care.



Dee Dee Gilmore and Kara Sheeley visited the U.S. Capitol for the ACCC 51st Annual Meeting and Cancer Center Summit

"A highlight of the summit was learning from other health care systems about innovative screening outreach programs, which we are excited to explore and implement here," Sheeley said. "No time was wasted beyond the airport, and we are eager to dive deeper into these tools and outreach programs. The knowledge and ideas gained will undoubtedly help enhance patient care, streamline processes and foster collaboration within and beyond our system."



## **GET PAID TO LEARN AND BE A CNA!**

#### **Want to be a Certified Nurse Assistant?**

- Paid on-the-job training
- Classroom work from the comfort of your home
- Hands-on training
- Full- and part-time positions available

#### Next class starts June 16

To apply or learn more information about classes, contact Becky Eldenburg <a href="mailto:reldenburg@brhc.org">reldenburg@brhc.org</a>



# SERVICE EXCELLENCE INITIATIVE

The SEI is our three-year journey to enhance patient satisfaction and boost employee morale by providing a 5-star hospital and clinic experience to our patients and a relationship-based, kindness-driven culture. This space will be used to share news, activities and progress toward our goals.



Be the best choice to work, to practice, to receive care.



## **OASIS Team Spotlight**

Service Standards and Internal Support



Nathan Porter, Brianna Murray, Kara Sheeley, Mary Holloman, Natalie Sims, Diana O'Connor and Kaela Reeves

## What is the purpose/goal of the Service Standards and Internal Support team?

The goal of the Service Standards and Internal Support team is to aid in the delivery and consistency of our mission, vision and values and help support our internal services that do not receive any data from Press Ganey surveys to have a pulse on the perception and performance of their teams. While this seems like a very broad purpose, the two do very much go hand in hand and we are here to help drive our mission, vision and values into our everyday culture throughout the organization.

**CONTINUED ON NEXT PAGE** ▶



## SERVICE EXCELLENCE COUNCIL

#### Michele Laas, Chair Brittani Geml, Vice Chair

Amber Allain, OASIS Super Coach

Maggie Schaffer, LEAD Team Coordinator

Heather Sadler, SEA Super Coach

Kristen McCullough, Ambassador Super Coach

Marvin Smoot, Provider Super Coach Dianne Williams, Survey Super Coach

Mike Shipp,
CLS Education Coordinator

Kiwi Popyk,
Service Recovery Champion

Wendy Fairfax, Scribe

Rob Wideman, DO IT/Service Huddle Champion

Shania Underwood, Implementation Coordinator Lori Wightman, CEO

#### **OASIS TEAMS**

Referral and Onboarding
Retention
Keywords
Service Standards/
Internal Support
Awards and Recognition
Throughput

SERVICE EXCELLENCE INITIATIVE ▶

## **OASIS Team Spotlight (Continued)**



## What are any projects your team worked on in the first year and what do you plan to achieve in the second year?

Our first year really consisted of creating the Internal Support survey process, interpreting that data and providing neighborly advice to those departments as to what we saw from the survey results and ways some of those perceptions and collaborations could be improved. One of our internal goals is to bring awareness to the fact that every single team member and department at Bothwell holds a key place and part in the cycle of the health care we provide to our neighbors and community.

#### Anything else you want to share?

Our team has been absolutely incredible and shown true teamwork. Every single member has stepped up and in when needed! We've had long projects and some really quick turnaround requests and it has been inspirational to have a dynamic group work so closely together to achieve our goals! We look forward to the rollout of the new mission, vision and values, as a tremendous amount of thought and intention was put in by the focus groups, board, SLT and so many others to be sure that these truly defined what we stand for and who we aim to be.

## **March SEI Updates**

**Lynn Sullivan,** Custom Learning Systems implementation specialist, returned to Bothwell for a train-the-facilitator course in early March. During this session, Service Excellence Advisors (SEAs) were provided guidance on effectively presenting the Advanced Service Excellence workshops.

In addition to teaching the material, Lynn equipped the SEAs with strategies for managing nerves and using them to enhance their presentations. This approach helped build confidence among the advisors, ensuring they are better prepared to deliver the content with impact.

At the conclusion of the training, all participants received a certificate of completion, recognizing their successful participation in the program.

In mid-March SEAs met with SEI Implementation Coordinator **Shania Underwood** and SEA Super Coach **Heather Sadler** to receive materials for completing the Advanced Service Excellence workshops.

During this meeting, SEA teams were formed, and an Ambassador was assigned to each team. SEA teams will be responsible for delivering three to four workshops each over the course of June and July, ensuring that all employees, board members, physicians and volunteers complete the workshop.

To see the list of Year 2 Service Excellence Advisors and other team members involved in the Service Excellence Initiative, visit, <a href="mailto:bruce-excellence-initiative/">bruce-excellence-initiative/</a>.

## **Patient Kudos and Compliments**

Positive reviews, comments and messages create powerful pictures of the Bothwell experience. The following feedback was recently received either as a Google or Facebook review, Facebook public comment or direct message, or from a patient satisfaction survey. Messages have been lightly edited for spelling and grammar.

**Bothwell Family Medicine Associates –** "Dr. Norfleet is so thorough and efficient while being very personable and compassionate."

Outpatient Services/Same Day Surgery – "The nurses and staff had EXCEPTIONAL bedside manners. I had gone to Capital Region hospital for years prior to giving Bothwell Regional Health Center a shot and Bothwell is head and shoulders better in bedside manner, speed and ease of services, helpfulness, and genuine care shown by the staff!!! I am not going back to Capital Region!!!"

**Cancer Center –** "Dr. Decker and his staff have always gone above and beyond, could not ask for better treatment."

**Women's Health and Newborn Care –** "I loved all my nurses! They were all sweet and advocated for me if they needed to!"

Thank you for all you do to serve our patients and community each and every day. Each smile, touch, conversation and moment puts our patients at ease.

Online reviews help others feel good about choosing Bothwell. Every positive interaction with a patient is an opportunity to invite them to share their experience with others.

## How to write a positive review on Google



The hospital and all the clinics each have Google Business Profile page. Search Bothwell Regional Health Center or the clinic name and when the page comes up on the right, scroll down and select "write a review."

## How to write a positive review on Facebook



Go to the Bothwell Regional Health Center page at <a href="facebook.com/bothwellregional">facebook.com/bothwellregional</a>, select "Reviews" in the menu bar and answer yes to the question, "Do you recommend Bothwell Regional Health Center?" and then write your review.



- **1** SAVE MONEY
- 2 SCRIPT TRANSFER IS EASY
- 3 CONVENIENCE
- 4 IT'S FOR ALL EMPLOYEES
- **5** MORE THAN SCRIPTS

#### Want to learn more?

Call Pharmacist Jessica Moon at 660.827.9495 or stop by the pharmacy on the hospital's ground floor. Hours are 7:30 am-4 pm Monday-Friday; closed for lunch 11-11:30 am

## FROM THE FOUNDATION

Bothwell Regional Health Center has been at the center of healing for Pettis and Benton counties for generations. The Bothwell Foundation was formed in 2005 to assist the health center and provide resources to keep health care local, state-of-the-art and close to home.



The Bothwell Foundation manages several scholarship funds that create financial opportunities for students and employees pursuing their education in specific health care programs.

Applications are now available for the general scholarship, the Nevin Almquist Physical Therapy scholarship and the Hickman Excellence Award and are due in the foundation office by **June 30.** 

Find applications online at <a href="mailto:brhc.org/foundation-giving/scholarships/">brhc.org/foundation-giving/scholarships/</a>.

## **Volunteer Appreciation Week is April 21–25**

Please take some time in April to thank all our volunteers who make a difference for our patients, visitors and staff every day.

We will recognize them at a special luncheon on **April 23** and announce the Volunteer of the Year.

## It's our 20th Anniversary!

The Bothwell Foundation formed on **May 16, 2005,** to assist and support Bothwell Regional Health Center. The foundation does this by **creating relationships** with donors and friends and **raising funds** from employees and the community for annual, major and planned gifts.

Funds have been used:

- For construction and renovation projects
- To purchase important medical equipment and technology
- To provide scholarships for health care education

The foundation also raises awareness about disease prevention and health education at signature special events.



## BOTHWELL FOUNDATION BOARD OF DIRECTORS

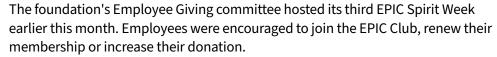
#### James Mahlon White, President Cliff Callis, Vice President

James P. Buckley **Heather Cantrell** Jackie Butler, Auxiliary President Lori Wightman, Bothwell CEO Gregory Doak, MD, **Board of Trustees Liaison** Sarah Anderson Lindsey Benbrook Cara Canon Dr. William Decker Erica Eisenmenger Katelin Hladik Shelly Kempton Stafford Swearingen Laura Weisenburger **Becky Williams** 



Celebrate with us and enjoy sweet treats outside the Café. Treats will be delivered to clinics.

## **EPIC Club Spirit Week in Photos**



The EPIC Club raises money to support the Bothwell Foundation and recognizes employees who give a minimum annual gift of \$26 or more.

Thank you for your participation and support!















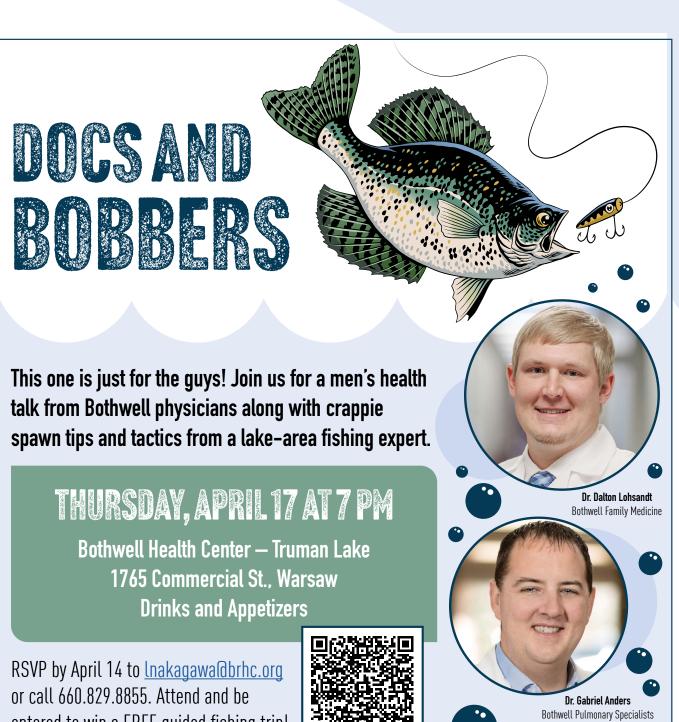












entered to win a FREE guided fishing trip!



Fishing trip sponsored by:

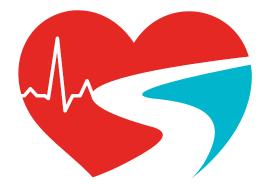




This event is sponsored by the Bothwell Foundation's Community Relations Committee.

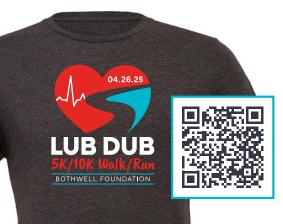


April 26, 2025



# LUB DUB 5K/10K Walk/Run

BOTHWELL FOUNDATION



TO REGISTER, SCAN THE QR CODE OR VISIT BRHC.ORG/LUBDUB.

All proceeds benefit the Camye Callis Gaspard Memorial Heart Fund.

If you have problems or questions, email Leisha at lnakagawa@brhc.org.

**RATHER VOLUNTEER? SIGN UP TODAY!** 

# We need your help!

To pick your job and time slot, visit brhc.org/lubdub.

FREE T-SHIRT FOR ALL VOLUNTEERS!



## **AUXILIARY NEWS**

Our volunteers are a vital part of the services we provide to our patients and their families. Through their supportive and significant contributions, they add a personal touch to the hospital, making it a warm and friendly place.



## **Scholarship** Application **Now Available**

The Auxiliary will once again award two \$2,500 nursing scholarships for students and employees. Applications are due June 30 and can be picked up in the Gift Shop on the hospital's first floor.

Bothwell

**Auxiliary** 



Congratulations, Jennifer!



The Amazing Volunteer for April is Sheri Hancock. After needing a blood transfusion, Sheri was looking for a way to help the community and discovered that Auxiliary volunteers assist with local blood drives. Sheri has been an Auxilian since 2019 spreading awareness about the importance of blood donation and working in the Gift Shop where she enjoys talking with customers.



Sheri has lived in Sedalia all her life and has been married to her husband, Larry, for almost 50 years. They have two daughters, Christine Bottom and Keri Kusgen, four grandchildren and three great grandchildren.

Sheri and Larry owned and operated the ROBO Car Wash at Main and Park in Sedalia for 27 years, and then she worked at the Pettis County Assessor's office for 17 years.

Sheri enjoys walking at the Heckart Community Center (HCC) and Katy Park and participating in adult swim at the HCC. She also is a scrapbooker and a member of the Be Forever Young Club and Encounter Church. A fun fact about Sheri is that she sends out 25 devotions and prayers to family and friends each day.

We are happy to have Sheri as one of our volunteers and proud to have her as our Amazing Volunteer for April.



**Bothwell Café** 



## CALENDAR OF EVENTS

Designed to be an at-a-glance view of our upcoming events, activities or classes, check out what's on the Bothwell calendar in the next few months.



#### **APRIL**

#### **Easter Cookie Class**

#### April 5, 10 am

Bothwell Education Center
See page 17 for more information.
Register with Melissa Guffin at
mguffin@brhc.org or ext. 9406

#### Safe Sitter

#### April 12, 8 am - 2:30 pm

Bothwell Education Center \$45 – To register or for more information, contact classes@brhc.org or call 660.827.9516.

#### **Cancer Support Group**

#### April 15, 4 pm

Susan O'Brien Fischer Cancer Center Virtual option available, call 660.829.7792 for details

#### **Docs and Bobbers**

#### April 17, 7 pm

Bothwell Health Center-Truman Lake Sponsored by the Bothwell Foundation RSVP to <a href="mailto:lnakagawa@brhc.org">lnakagawa@brhc.org</a>

#### Stop the Bleed Training Class

#### April 18, 8 am-Noon

Bothwell Education Center FREE – To register or for more information, contact <u>classes@brhc.org</u> or call 660.827.9516.

#### **Auxiliary Scrub Sale**

#### April 24, 9 am-5 pm

Bothwell Café
Hosted by the Bothwell Auxiliary

#### MAY

#### **Springwater Potting Class**

#### May 6, 6-8 pm

Bothwell Education Center See page 17 for more information. RSVP by April 15 to Melissa Guffin at mguffin@brhc.org or ext. 9406.

#### Nurses Weeks 2025

#### May 6-12

See page 14 for more information.

#### **Safe Sitter**

#### May 10, 8 am-2:30 pm

Bothwell Education Center \$45 – To register or for more information, contact classes@brhc.org or call 660.827.9516.

#### Girls Day Out Spa Style

#### May 10, 10 am-Noon

Bothwell Education Center
See page 17 for more information.
RSVP by April 25 with payment to Melissa Guffin at mguffin@brhc.org or ext. 9406.

#### Hospital Week: Under the Big Top

#### May 12-16

#### The Main Event, May 16, 4-8 pm

Bothwell Regional Health Center See page 18 for more information. FREE (food trucks not included)

#### **Father's Day Fishing Derby**

#### June 13, 6-8:30 pm

Clover Dell Park

See page 19 for more information.