

Pulse

BAXTER HEALTH

WINTER 2024
VOLUME 7 | ISSUE 1



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plus

A TESTAMENT OF TIMELESS SERVICE

A tribute to the
impact of Campbell,
Dye and Lally

pg. 29

THE HEART OF PHILANTHROPY

Betty Cline's
remarkable legacy of
kindness and support

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HOW BAXTER HEALTH
ENGINEERS ENSURE
TOP-TIER PATIENT CARE

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CHANGING SEASONS

They say if you don't like the weather in Arkansas, just hang around for 30 minutes as it will likely change. We have surely seen our share of that in 2024. From a wintery blast and bone-chilling temperatures to the warmth and greening of springtime, there appears to be some truth to the adage after all.

The fickle whims of Mother Nature fit nicely into this edition of PULSE, as we feature the men and women of our engineering department, the technicians and engineers who keep our lights on, the machines running and the climate inside mild and comfortable. It takes a lot of people behind the scenes to keep Baxter Health operating at peak performance, many of whom do outstanding work for very little recognition. The engineering team is a prime example of this, and we are pleased to tell their stories in this issue, with our thanks.

Also in this issue we take a look at an exciting new project Baxter Health recently had the pleasure to participate in. Our friends at Rapp's Barrren Brewing Company in Mountain Home were looking for a way to retool their menu by adding some healthier entrees. They approached us for input, and we were more than happy to assist. The next time you're looking for a tasty meal, visit Rapp's and order the salmon skewers. Or, try them at home using the recipe inside.

Finally, we pay tribute to a longtime supporter and friend of Baxter Health Foundation, Betty Cline. As anyone who knew her will tell you, Betty would not have enjoyed getting any attention for the donations she made here, up to and including leaving her and her late husband Jim's entire estate to the foundation. However, with her passing we felt it only appropriate to recognize her legacy of generosity which has enabled Baxter Health to provide better care to patients and families when they need it most.

In the time it has taken you to read this, the weather has likely changed, so get outside and enjoy all that there is to do in the best part of this most beautiful state.

With gratitude,



RON PETERSON
President/Chief Executive Officer
Baxter Health



PHOTOGRAPH BY JAMES MOORE



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LEADING WITH VISION

RON PETERSON HONORED AS 2024 INFLUENCER BY AMP

Baxter Health's CEO, Ron Peterson, has been named a 2024 Influencer by Arkansas Money & Politics, recognizing his impactful leadership in healthcare. As a leader in healthcare, Ron Peterson has been instrumental in steering Baxter Health, a leading nonprofit health system serving North-Central Arkansas and South-Central Missouri. His visionary leadership has significantly expanded our services, including a 268-bed acute care hospital, an outpatient surgery center and over 40 specialty care clinics.

Under Peterson's stewardship, Baxter Health has become a prominent center for advanced medical care, encompassing specialties like emergency medicine, cardiology, neurosurgery, orthopedics and women's health. His commitment to healthcare excellence extends beyond Baxter Health as he has actively collaborated

with state and national hospital associations.

Ron Peterson's remarkable contributions to the Arkansas Hospital Association, his recognition as the Most Valuable Political Action Committee Player by the American Hospital Association, and his involvement in the governor's trauma and COVID-19 task forces exemplify his dedication to healthcare advocacy and policy.

With a Master's degree in Hospital and Health Administration from Xavier University and a Bachelor's in Business Administration from Concordia College, Peterson's educational background has been fundamental in his outstanding career achievements.

Baxter Health congratulates Ron Peterson on this well-deserved recognition and looks forward to his continued leadership and influence in the healthcare sector and beyond.

MOVERS AND NEWCOMERS



DAVE ROBERTS, MPA-C
BAXTER HEALTH FAMILY CLINIC AT MOUNTAIN VIEW

Baxter Health welcomes Dave Roberts, MPA-C, a seasoned physician assistant with over 20 years of experience, to Baxter Health Family Clinic at Mountain View. A University of Nebraska Medical Center graduate, Roberts has a background in emergency medicine and expertise in weight management. He is partnering with Dr. Eric Spann in the clinic's wellness and weight loss program, offering both virtual and in-person patient consultations.



HEATH BROUSSARD, MD
BAXTER HEALTH HEART & VASCULAR CLINIC

Baxter Health welcomes board-certified vascular surgeon Heath J. Broussard, MD, to our medical staff and Heart & Vascular Clinic. He attended Louisiana State University School of Medicine in New Orleans and completed a general surgery residency and vascular surgery specialty training at UAMS in Little Rock. Dr. Broussard practiced in Jackson, Tennessee, for 25 years before relocating to Mountain Home. He has two adult children and enjoys aviation and playing guitar in his free time.

NEW \$59 COMPREHENSIVE ARTERIAL SCREENING

Baxter Health Heart & Vascular Clinic is now offering an Arterial Screening to evaluate for three of the most recognized vascular problems: abdominal aortic aneurysm, carotid artery disease, and peripheral arterial disease. People at risk for these issues include those age 65 years or older that have heart disease, high blood pressure, high cholesterol, diabetes, a family history of circulatory problems, and a history of smoking.

Arterial screening includes an abdominal ultrasound, carotid ultrasound, and Ankle Brachial Index (ABI). A physician's referral is not required. Anyone interesting in this screening should call Baxter Health Heart & Vascular Clinic at 870-508-3200 to schedule.



+ HONORING EXCELLENCE IN NURSING

The 2023 DAISY Awards at Baxter Health Recognized 128 Nurses

The DAISY Award for Extraordinary Nurses is a recognition program of The DAISY Foundation to celebrate and recognize nurses by collecting nominations from patients, families, co-workers or anyone wishing to express their gratitude. At Baxter Health, individual DAISY Awards are presented quarterly, along with an annual DAISY Team Award, Nursing Leadership Award and Lifetime Achievement Award. In 2023, 128 Baxter Health nurses received nominations.

OUR 2023 DAISY AWARD RECIPIENTS

- Sherry Madrous, LPN, Baxter Health Cardiovascular Clinic
- David Osborn, ADN, RN, 4 South
- Kimberly Foster, ADN, RN, PACU
- Rebecca (Bex) Basco, BSN, RN, 3 West
- Beverly Crabb, BSN, RN, 4 South

LIFETIME ACHIEVEMENT AWARD RECIPIENTS

- Kelly Dicks, MSN, RN, Director, Cline Emergency Center

NURSING LEADERSHIP AWARD RECIPIENTS

- Kimberly Wolfe, BSN, RN, Director, Endoscopy
- Kamie Swanson, BSN, RN, Director, Acute Inpatient Rehab

For more information The DAISY Award, visit baxterhealth.org/daisy.



DAVID OSBORN, ADN, RN
4 SOUTH



KIMBERLY FOSTER, ADN, RN
PACU



REBECCA (BEX) BASCO, BSN, RN
3 WEST

EXTRAORDINARY ACTS OF KINDNESS AND COURAGE

2023 HEROES WITH HALOS AWARDS RECIPIENTS

Angela Achman, LPN, Neurosurgery & Spine Clinic
Tina Bailey, ADN, RN, ARU
Kati Baumbach, PTA, Acute Inpatient Rehab
Alivia Bean, NA, 3 West
Ted Bever, LPN, Wound Healing Center
Sheila Blankenship, LPN, Home Health
Lucas Bradley, MD, Neurosurgery & Spine Clinic
Jade Broussard, CNA, Float Pool
Lily Browne, BSW, Continuity of Care
Mariah Burnett, RN, 4 South
Tammy Callantine, ADN, RN, Endoscopy
Madison Cearley, 5 South
Meaghan Collins, ADN, RN, 4 South
Sara Cotter, Wound Healing Center
Beverly Crabb, RN, 4 South

Edwina Cummings, BSN, RN, Surgery
Eleanor Davenport, BSN, RN, Wound Healing Center
Kathy Darrow, Peitz Cancer Support House Volunteer
Angie Davis, BSN, RN, 4 South
Angela DeGroot, Women & Newborn Care Center
April Diamond, ADN, RN, Cardiac Rehab
Wendy Dieball, NA, 3 West
Jessica Dwyer, APRN, Pain Clinic
Debbie Foster, ADN, RN, Cardiac Rehab
Abigail Franks, ADN, RN, 5 South
Diana Fuller, MSN, RN, Cardiac Rehab
Isaac Gaston, APRN, Wound Healing Center *
John Helsley, ADN, RN, Float
Breanna Herrin, NA, 4 South
Melissa Hudson, Peitz Cancer Support House
Lacy Huff, BSN, RN, Outpatient Surgery Center *
Holly Johnson, First Step

Alyson Jordan, PT, DPT, Acute Inpatient Rehab
Elizabeth Kinworthy, CNA, 4 South
Virginia Lotito, MS, CCC-SLP, Acute Inpatient Rehab
Dana Luallen, LPN, 4 South
Cierra Marshall, CNA, 3 West
Grant Matthews, MD, Nephrology Clinic
Trena Mayfield, PTA, Physical Therapy
Jessica McFann, ADN, RN, Surgery
Kinsley McIntosh, ADN, RN, Women & Newborn Care Center
Kendall McKanna, CNA, 2 West
Float
Korena Ming, LPN, Float
Mruk Family Center on Aging Volunteers
Yvonne Mulloy, BSN, RN, ARU *
Marlene Obenauf, ADN, RN, ER
Rachel Robles, BSN, RN, Women & Newborn Care Center
Trieneke Shrable, BSN, RN, Women & Newborn Care Center
Shanna Snelson, ADN, RN, ICU
Joseph Steves, BSN, RN, Cline Emergency Center
Shannon Stone, Cardiac Rehab
Nancy Stone, BSN, RN, Float *
Dawn Tullis, ADN, RN, Cardiac Rehab
Angel Uchtman, BSN, RN, 4 South

Desiree Underwood, BSN, RN, Women & Newborn Care Center *
Darla Vines, ADN, RN, Radiology
Tommy Watts, ADN, RN, Hospice House
Charlyce Weeks, BSN, RN, 3 West
Deane White, CNA, Acute Inpatient Rehab
Kayse White, BSN, RN, Cline Emergency Center
Cathy Williams, Float
Jeff Wilson, ADN, RN, Cardiac Lab
Ivy Wilcox, Peitz Cancer Support House Volunteer
Ellen Winchell, Rehab Tech, Physical Therapy
Seth Woods, PTA, Physical Therapy
Beverly Wyatt, CNA, 5 South
Amy Wyatt, LPN, Family Clinic at Calico Rock
Joyce Yarborough, PT, Bone & Joint Clinic
David Kelley, MD

DEPARTMENT AWARDS

3 West
5 South
Acute Inpatient Rehab
ARU *
Neurosurgery & Spine Clinic
Outpatient Surgery Center *

*Received 2 Awards



SHANNA SNELSON, ADN, RN
ICU



JOSEPH STEVES, BSN, RN
CLINE EMERGENCY CENTER



JOYCE YARBOROUGH, PT
PHYSICAL THERAPY AT BONE AND JOINT CLINIC

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CALENDAR

FEBRUARY 2024-
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20

of April
The Mruk Family Education Center on Aging's annual fundraiser, **ROCK THE BARN**, will be Saturday, April 20, at the Wellness Education Center. Don't miss the Jerry Hopper Band, line dancing, a barbecue dinner, silent auction, cake walk and more! Learn more at baxterhealth.org/rockthebarn.

REOCCURRING

Mruk Family Center on Aging

Fit & Fab for Women, Wellness Education Center, Tuesdays and Thursdays, 9:15 a.m. or 10:15 a.m.

Fitness for Men, Mondays and Wednesdays at MFCOA, 9:15 a.m.

Rock Steady Boxing for Parkinson's, Mondays, Wednesdays and Fridays, times vary.

Seated or Standing Exercise for Seniors, Tuesdays and Thursdays, 10 a.m.

Parkinson's Carepartner Support Monthly, 2nd Thursday, 10 a.m. Please call for specific location.

Dementia Care Partner Support, Monthly, 4th Thursday 1-2 p.m.

Schliemann Center for Women's Health

Childbirth, Monthly, 2nd Saturday, 9 a.m.

Crafting Class, 1st and 3rd Thursday, 10 a.m.

Breastfeeding, Monthly, 3rd Tuesday, 5:30 p.m.

Heart Healthy Women, Monthly, 2nd Thursday, 1 p.m.

Infant Loss & Support, Facilitated by Deanna Howarth-Reynolds, LMFT, Lighthouse Counseling of the Ozarks, Monthly, 1st Thursday, 5:30 p.m.

Novel Women's Book Club, Monthly, 3rd Wednesday, 1 p.m.

Ladies Exercise, Wednesdays, 10 a.m.

Line Dancing, Tuesdays, Wellness Education Center, Beginners at 11:15 a.m., Advanced at 12:15 p.m.

Dance! Mondays and Wednesdays, Wellness Education Center, 4:15 p.m.

Cardio Kickboxing & Strength Training, Mondays and Wednesdays, 5:30 p.m.

Peitz Cancer Support House
Cancer Support Connections, 2nd & 4th Tuesdays, 10 a.m.

Men's Cancer Discussions, Monthly, 2nd Thursday, 9 a.m.

Ostomy Wellness, Monthly, 1st Tuesday, 10 a.m.

Threads of Hope: Creating Gifts for Cancer Patients, Mondays, 1 p.m.

Knock Out Cancer Boxing, Tuesdays and Thursdays, 3:30 p.m.

Intermediate Yoga, Tuesdays and Thursdays, 8 a.m.

Chair Yoga, Mondays and Wednesdays, 10 a.m.

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A GIFT TO LAST THE AGES

*GENEROSITY BEYOND MEASURE.
THE ENDURING LEGACY OF BETTY CLINE'S
PHILANTHROPY AT BAXTER HEALTH.*

BY DWAIN HEBDA

A long-held Quaker proverb speaks to the nature of a life well-lived. It reads, “I expect to pass through this world but once. Any good, therefore, that I can do or any kindness I can show to any fellow creature, let me do it now. Let me not defer or neglect it for I shall not pass this way again.”


Some sources attribute it to William Penn, others to prominent 18th-century missionary Etienne de Grellet du Mabillier and still others to American philosopher Ralph Waldo Emerson. No one credits Betty Cline of Mountain Home with originating the saying, but as her actions and generosity attest, it could have been written with her in mind.

Cline, along with her husband Jim, pledged their entire estate to Baxter Health — in all \$1.5 million, making it one of the largest gifts the health system has ever received. Jim died in 2002, and the care he received at the hospital solidified Betty’s resolve to make the gift, which was announced in 2008.

It was a gift that staggered Barney Larry — then-executive director of the Baxter Health Foundation and no stranger to accepting big checks from major donors — when he approached Betty about contributing to a capital campaign to improve the hospital’s emergency department.



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“I’ll never forget the day that I asked her to give us \$1 million,” said Larry. “We were just sitting in my office and she said, ‘You know? I want to do that. But I want to leave everything that I have, which is more than a million.’”

The Cline’s Emergency Center during remodel beginning earlier this year.

“I’ve known Betty since the 1980s, and she’s one of the strongest people I’ve ever known. But when she said, ‘I want to do that to honor my son and his dad,’ that’s the first time I’d ever seen her share any emotion. It was kind of special that day.”

Betty and Jim Cline arrived in Mountain Home under the most unusual of circumstances. The duo, who had built a successful landscaping business in Chicago, attended a boat show in St. Louis at which they were the winners of a drawing, awarding them a lot of land in Henderson on Lake Norfolk.

“They decided they were so close they’d just drive down and take a look at it,” Larry said. “When they got here, the lot was not one that they wanted, because it didn’t have a lake view. So they ended up buying one they did like and eventually built a home on it.”

They moved to Arkansas in 1973 and were quickly known for their close relationship, quiet demeanor and inseparable nature. “They were just unique. They were pleasant and kind to everyone, but they were very introverted, she and Jim both,” said Larry who first befriended them as their banker. “Betty and Jim’s closest friendship

was with each other. They traveled a lot; they had an old Greyhound bus, and they remodeled it and toured the United States and even Mexico in it.”

The couple also endured every parent’s worst nightmare, the death of their 23-year-old son, Bruce, their only child. Bruce was killed in an auto accident on his way to visit his parents — a loss the couple felt deeply for the rest of their lives. Cindy Costa, director of development with the Baxter Health Foundation, who knew the couple for 20 years, said the loss of both Bruce and Jim was a major motivation for Betty’s financial gift that would come years later.

“Betty wanted to leave a family legacy, a way for Jim and Bruce to live on, so the emergency center is actually called the Jim, Betty and Bruce Cline Emergency Center,” she said. “After Bruce’s death, Jim became ill and had to be in the hospital. The hospital took wonderful care of him, and she appreciated everything that the hospital did for him. She also said people that were at the hospital also took care of her and stood by her during that time.”

Costa said the donation to the emergency department was just one cause Betty contributed to during her lifetime.

“She supported our ambulance campaigns, our mobile mammography unit. She was a member of Women in Philanthropy,” Costa said. “She also helped with remodels; our latest one on 5 South, our inpatient rehab, our Women and Newborn Care Center and our 2 West remodel. She just always wanted to support whatever area she could.”

True to her private nature, Betty never

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wanted her generosity to be widely known, but in her later years, she volunteered at the hospital's Peitz Cancer Support House where she worked at the front desk. This not only gave her the chance to help patients, but to get to know others.

"She loved the hospital. She really and truly did. Her giving of her time and her treasure, to us, speaks volumes," said Sarah Edwards who succeeded Larry as the Foundation's executive director. "Miss Betty was a very intelligent woman, and I think that she understood the impact that the hospital has in our community as a whole. She knew that it would be important for us to have an institution like this remain stable.

"Her giving of her time meant even more than her ability to write a check because it said to me how much she loved this organization, loved giving back her time to patients. She understood that giving back as much as she could, whether that be time or money, was going to make an impact on the lives of people and the livelihood of this organization."

Betty died Oct. 29, two days before her 96th birthday. Those closest to her agree she likely would have hated the attention this article would have brought her, preferring to serve the healthcare needs of the community quietly. But for the privileged few who knew her, she will always represent the embodiment of the Baxter Health spirit.

"We were close friends — once you gained their trust, they were just a delightful family," said Larry who delivered Betty's eulogy. "Betty was very kind and very supportive of people around her. I never heard her say a negative word about anyone. She spent every Christmas and every Thanksgiving at our home with our family because they didn't have any family of their own. She treated my kids like they were her own.

"She was just kind and very supportive of people around her. She never did elevate herself; she always wanted the best for other people around her." ■

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HEROES BEHIND THE SCENES

WRITTEN BY DWAIN HEBDA | PHOTOGRAPHY BY JAMES MOORE



EVERY MORNING the engineering department gathers to go over the daily assignments and immediate issues that need to be addressed at the hospital.

When most people think of a hospital or health system, their minds naturally go to the quality of the physicians, the compassion of the nurses, even the wait times in the emergency room.

Few, if any people think of the engineering department, and yet these behind-the-scenes professionals are every bit as important to the delivery of quality care as a new surgical laser or on-site pharmacy. For without the technicians, tradespeople and leadership that keep the lights on, the heaters hot and the AC cool, much of today's advanced medical technology is rendered nearly useless.

What's more, the skilled craftspeople have played an integral role in the growth of Baxter Health, evolving from mere maintenance and handyman work to helping build the medical towers that have made the health system the shining example of independent healthcare that it is.

"Really, what we do is solve problems," said Terry Lally, a mechanic who's worked at Baxter for more than 30 years. "Sometimes, you've got a big problem where we'll sit around at lunch and on break and go, 'Guys, I've got this, I've got that. What do you think?' You gather a lot of information from different guys, and you get different ideas. That really works well. You might pull information from three or four guys and come up with a whole new idea.

"Sometimes, fixing the problem today is not the answer. Sometimes, it's talk with this guy, talk with that guy. We've taken a lot of major jobs and turned them into small jobs doing that."

Lally is prototypical of employees in this department — long-tenured, team-oriented

Engineering department in the boiler room.

yet independently skilled and wholly committed to seeing the job done right. People who don't possess these qualities generally don't last very long, while people who do are embraced as family.

"It's a very different bunch of people, but when it comes time, if there's a family emergency or anything, any type of crisis that happens, these folks come together and they give you everything they've got," said Dave Swanson, a clinic mechanic who's approaching 29 years on the job. "Whatever you need, it does not matter; they're there for you. That's the thing that's impressed me the most working here; when times get tough, we just pull together and we get the job done."

Ricky Dye, engineering systems specialist with nearly 50 years of experience here, said this environment of camaraderie goes back as far as he does, back to when the crews were much smaller.

"Back then, we had, like, five people total. Didn't have a third shift at all. We had one that worked from 2:30 in the afternoon until 11:00 p.m.," he said. "Today, it's the construction department, the maintenance department and biomed, and I think there's 32 of us altogether."

Marshall Campbell, director of engineering, maintenance and biomed, is entering his 13th year as head of the department out of a total of 29 years with the company. In that time, he's seen plenty of change and with it, the complexity and evolution of building systems. He said while many people with varied skill sets on the crew are firmly in step with the latest technology, there's just as much demand for the mechanical experts to help keep physical plant systems running smoothly.

"All of our controls are now computer-related, and we have some of the seasoned gentlemen of the shop who have a very hard time managing that," he said. "The average age of my shop is probably 50 years old, and we're really trying to hire younger people to fill that gap and bring that new knowledge in and help us with everything that's computer-related."

"But by the same token, I would still love to have two more plumbers, two more electricians and really fill the spaces with knowledgeable, hardworking journeymen and skilled tradesmen. A pump is still a pump, and you still have to know how to rebuild it."

Regardless of what skills employees come in with, the department's modus operandi is to maximize personnel

resources to be able to meet any challenge that may arise.

"You've got to have some computer skills today; if you don't have the program and a laptop, you're kind of at a loss," Dye said. "I had to learn some computer skills in this job, where back when I started, if you had some mechanical skills and a tool bag you could about work on anything. Kind of changed a little bit in that direction as far as a lot of digital stuff and a lot more computers."

The extensive continuing training and cross-training also help build a redundancy of expertise throughout the crew. This comes in handy in emergencies or when the department is short-handed due to illness or vacations.

"We've got a pretty well-trained staff here that can react quickly and think clearly," said Sean Hart, HVAC mechanic IV, who's approaching 25 years on staff. "At Baxter Health, we do a lot of our own stuff in-house. Where other hospitals have a Rolodex and they'll call people in, we do not. We do it here ourselves."

"That means it is to our advantage to have a well-trained crew with a lot of experience. We're skilled

(Above) Ricky Dye and Dave Swanson are working on the hospital generator. (Right) Marshall Campbell working on the emergency department air handling unit.



trades. We've got a whole bunch of guys here that have got a lot of experience, and this hospital is very lucky to have that."

The abundance of technical skill has come in handy as the hospital has expanded. Long-timers talk with pride about helping to build the medical towers and participating in other major remodels, each with their own unique challenges.

"For me, it was probably the six-story addition," said Swanson. "We had two wings which were medical arts, and that was a three-story project. I was involved in that six-story tower addition; even though that was contracted out, there was a lot of work we did also on that. That six-story tower was a great addition that we really needed."

"I remember we were really up against it when we had to build a practice room for the heart team years ago," Lally said. "They gave us 11 days to build it, and we built it in 11 days. It had about six or seven beds where they could practice, and we built a physical therapy room."

"We also got the Three East rehab where they take people that maybe had a broken leg and they need a little help. That was another job that was pressed pretty hard; I think they gave us a little over 20 days to do that one. We were eat, sleep, work."

It wasn't just the major projects that challenged the teams through the years. The advancement of technology and government regulations of hospitals also kept department personnel on their collective toes.

"In the HVAC field, there's like 60 different careers. It's a field that covers a lot, and I was pretty ambitious so I've probably covered most of those fields," Hart said. "For drugs, for instance, those are cooled by refrigerators, and refrigerators operate on the same basic principle as air conditioning but differently because they're lower temperatures. With the operating rooms, especially all the bone and joint ones, they keep it very cold at 58 degrees."

"Plus, everything here runs 24/7. People don't understand that until I tell them, 'Start your car, and never turn it off. See how long it lasts.' People don't like it when we shut certain things down, but you have to shut it down to maintain it or eventually it'll shut itself down. Then it's going to take several days or longer to fix."

Campbell said one of the biggest challenges that faces anyone in the engineering department is coming to grips with

the enormity of the job. With 500,000 square feet, 10 acres and 55 outbuildings to tend to, team members have to be comfortable with the fact that the department never exists in a state of being caught up. Even the introduction of new technologies going forward can't fully meet the overall demand for services.

"I don't think the construction business and the housing of patients and the flow of healthcare is going to change that much over the next five years from our standpoint — certainly not as much as people think it will," he said. "Our architect uses AI, and he has a 3D mockup of everything. We see what something is going to look like right down to the flooring and the handrails and the furniture in place. I like what I see with that."

"But everything about maintenance is hands-on no matter how you look at it. You can troubleshoot anything with a computer but that doesn't fix it; all that does is change parameters and move a few things around. It doesn't repair a piece of equipment. It still takes experienced people and teamwork for us to be truly successful. I'm just so proud of this department and everything we've accomplished together." ■

(Below) Terry Lally and Sean Hart reviewing spec sheets for fan coil units. (Right) David Swanson working out of the utility van.





“ I couldn't imagine myself working anywhere else. This is my career, this is my home.” – Brandon Ellison

CHANGING OF THE GUARD

BRANDON ELLISON AND ROB ROGERS EMBRACE NEW LEADERSHIP ROLES AT BAXTER HEALTH

WRITTEN BY DWAIN HEBDA
PHOTOGRAPHY BY JAMES MOORE

The prospect of following in the footsteps of a longtime supervisor and mentor might be an intimidating proposition for a lot of people, but for Brandon Ellison and Rob Rogers, it's an oncoming changing of the guard the duo is taking in stride.

Ellison, who will replace Marshall Campbell as Baxter Health's maintenance director, has been on staff in the engineering department for more than 11 years, nearly eight of them in his current role as facilities management manager. Rogers, who will move up into Ellison's role from his current job as a systems specialist, has been on staff for a decade.

This long tenure has helped build sufficient bench strength in the two, promising a smooth transition in 2024.

"I couldn't imagine myself working anywhere else. This is my career, this is my home," Ellison said. "Marshall and I work great together; he's Type A in one way and

I'm Type A in another. Rob and I are a lot alike as well, so I feel that will work well, too. Most of all, I feel like the other members of my work family are going to be the key to this change happening smoothly. I trust them, they trust me and feel that I can bring some real value to the new role."

"We have such a tight group here in the construction department," Rogers agreed. "I believe that will continue when Brandon and I move into new roles. We've already worked closely together on so many things that it just feels like the next step in our careers."

Both men grew up north of Mountain Home in nearby Gainesville, Missouri, both were exposed to trade work early and both are electricians by trade. Both men also worked for electrical contractors for a decade before joining Baxter Health. In Ellison's case, he worked for the hospital on a contract basis under his father's firm. The gig got his foot in the door to eventually join

Brandon Ellison, Josh Due and Rob Rogers on site during the demo of the Cline Emergency Center.

the staff full time, but it was the education he received under his dad that made him immediately effective as both a technician and a leader of others.

"Working for my father was everything," he said. "Working for him, there were no shortcuts, and if you think family got to slide or got the best end of things, that was absolutely not the case. When it came to the business, the work ethic side of what he taught me was about working on weekends and holidays and all the stuff you have to do when you're the boss. He moved me into a leadership role to where I was able to further my skills at an early age, and I know that had everything to do with how I developed."

Rogers said an important catalyst for his growth has been how his supervisors have

steadily invested in him, both in additional training and in more comprehensive projects. This has enabled him to move up the company ladder from a construction generalist to electrician to supervisor and from supervisor to his current role.

"They've allowed me to grow in my job responsibilities," he said. "I was never treated as just an electrician or just an HVAC guy. The company really gave me the tools to improve by giving me a lot of training and experience in other areas."

Rogers said this is not only useful on a personal level, but also serves the organization to have departmental employees versed in multiple systems and skills.

"CMS gives us a lot of requirements, and they're always changing," he said. "The plumbing codes change, electrical codes change, and we have to be able to adapt and make those changes happen. One of the benefits we have in training everyone the way we do is when we have an outage or an emergency. We have written plans for how to address certain situations, and we do a lot of training as far as if this happens, this is the scenario where you would do this. We take things like that really seriously."

This particular aspect of operations has become increasingly important as the department has grown over the years to keep up with the health system's expanding footprint and the complexity of modern building systems.

"When I joined here, on the facilities side at that time they had an electrician and kind of a supervisory person and a manager. They contracted everything out and pretty much did all contract work," Ellison said. "A guy named Tommy Lester, who was my supervisor, started building a team that worked internally and actually hired people in-house at that time to do more of the construction side of things. I think that's helped us a lot over the years."

As a result, some of the major expansions the hospital has undergone in recent years feature the work of the engineering department's construction division. Today, those projects represent a source of tremendous personal and departmental pride.

"I would say one of the biggest ones, for me, is the OB remodel," Ellison said. "It was a large-scale remodel, and it was the first one that I was truly over as a manager.

Tommy (Lester) had gotten sick with cancer, so that put me in the role of taking that over and doing some stuff on some of these bigger projects.

"It was hard. You had to work around small children and pregnant women and not shut down the unit while we remodeled the whole thing. That one stood out the most."

Rogers said his most memorable project was renovating a floor for use as the adult psych department, a comprehensive redo he described as a blank canvas. Beyond that, he said one of the things he likes best about the job is how every day provides an opportunity to do something that positively impacts the work of hospital staff and the lives of patients.

"In my perspective, we touch everything," he said. "There's not a department that we're not part of, from materials to delivery to surgery to keeping the lights on, the bulbs changed, the walls repaired. Every department, we feel like we're a part of."

"The things that I'm most proud of are going back and trying to fix things that were maybe looked over in the past — like a system wasn't working right. We get together as a group, and we get a solution to the problem as a team."

The twosome has a little time in the new year before stepping into their promotions, but whenever the changeover comes, the two say they are ready to write the department's latest chapter while maintaining the unique and close-knit culture.

"One thing I've always tried to do is show respect. Respect was a big thing with me, and I respected my co-workers and supervisors just as much as they respected me," Ellison said. "You can't force that; you have to earn it. That's probably the biggest piece of my leadership style as well as what I look for in the people I hire. I can train anybody in the skillset piece, but I cannot train what their attitude is."

"I think that's the main reason it's always been like family here. All the people I worked with, the supervisors I had that were over me, they treated me like their own. There was never anybody too good to talk to you or say hi or shake your hand or wish you a Merry Christmas or any of that. When I think of Baxter Health, I think of family." ■

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CELEBRATING OVER A CENTURY OF SERVICE AT BAXTER HEALTH



→ A popular saying to denote something the likes of which we may never see again is, "They don't make them like that anymore." Perhaps no popular phrase better captures Marshall Campbell, Ricky Dye and Terry Lally of the engineering department, who among them have logged more than a century of service to Baxter Health, its employees, volunteers and patients.

All three men spent decades literally keeping the lights on, the AC running and electrical power at the ready. Now, as they prepare to step into retirement, *PULSE* magazine caught up with the three long-timers to learn their stories.





Marshall Campbell
 Director of Engineering,
 Maintenance and Biomed
 Tenure, 29 years

“We built a new six-story patient tower, and in that tower, they did not go with the exact same fire alarm system that the rest of the hospital had. They installed a completely separate system,” he said. “The director at the time said ‘I need you to take this over and make sure it’s done correctly and follow through with it.’”

“I had to figure out how to get these two fire panels to talk to one another because they didn’t; they were completely different manufacturers. That was the big turning point where I felt like my contributions were really large at that point in time.”

Since then, there have been many more projects, large and small, that stand as a legacy of both his labor and his leadership. Throughout his tenure, he’s always tried to pay as much attention to his employees as to the projects they were assigned.

“The hospital has allowed me a very good work-life balance which has been key to maintaining my own sanity,” he said. “We really push that in the engineering department; we push work-life balance for all of our staff because I want everybody to be at their best.”

“I need those good things to come out, and I need honest, direct feedback from everybody. I don’t need everybody to be worn out and beat up and feel like they’re being beat on. The hospital has always allowed me within my career to offer everyone a chance to think about what they’re doing and at the same time to have a life.”

As he eyes retirement in the spring, the 64-year-old has high hopes for his successor and the future of the department he has served for so long.

“My successor, Brandon Ellison, he is a delight,” he said. “He’s a very open-minded, straightforward guy. My wish for him is that he continues to grow in his ability to see things from the big picture and not let it get to him because you’re never going to get caught up in this job. It’s just a function of accepting that you’re OK today, and tomorrow is another day.”

A trip to visit his parents in Arkansas resulted in Marshall’s then-wife insisting the family move to the Natural State which they did. Settling in Pineville, Marshall enjoyed the scenery and the proximity to his folks, but there was one problem.

“There is only one nuclear power plant in Arkansas, and it’s over at Russellville,” he said. “So, I went there to work every day for a couple of years. The stress of that had me take a little layoff, and I spent a year trying to find a job in Mountain Home. I couldn’t get a job; I was overqualified for everything. Nobody wanted to hire a nuclear engineer.”

As often happens in small towns, fate intervened. At a local gathering of friends one day, Campbell was approached by a director of the hospital who offered him a job on the spot.

FEW PEOPLE KNOW THE INNER WORKINGS

of their workplace better than Marshall Campbell knows Baxter Health. For nearly three decades, he has been the very definition of the employee who has worked his way up from the bottom, taking over as director in 2011. It was a career path not of his planning.

“I’m an import; I was raised in Central Illinois and went to school at Southern Illinois University at Carbondale,” he said. “When I graduated, I stepped into the world of nuclear power in Clinton, Illinois, at a local power plant there. Over the next 10 years I worked at five different power plants, moving around, different things, advancing my career, always in the field of instrumentation and controls. I’ve always been an instrumentation engineer.”



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➔ RICKY DYE'S EARLY LIFE SAW HIS FAMILY move from his native Nebraska to Arkansas, back to Nebraska, and then back to Arkansas but once he took a job with the hospital grounds crew in high school, he'd found his professional home and a career that would last nearly half a century.

"Years ago, they had this work program where the government paid part of a kid's salary and the hospital paid part of it," he said. "I started in the yard mowing grass and stuff. Did that for a couple of years before I became a permanent employee."

At the time he came aboard, the hospital was a far cry from the sprawling campus and network of clinics it is today, as was his department. Dye recalls there being five people in what would come to be known as the

engineering department and no night shift back then. Today, there're closer to 30 bodies that provide service around the clock.

"It was just one building, kind of built like a cross," he said. "It had around 30 beds or something. Had a little OB and a small emergency room. Kind of reminds you of Salem Hospital over there only a little bit smaller."

"One little part of the building was the health department; we had a little cafeteria, no laundry at that time. They had the main corridor called Ward One; it was for general patients. Down toward where our HR department is now was the ICU. Down on the right-hand side from that was a nursing home; I think it was like 15 beds."

The physical plants were correspondingly modest — Dye recalls a couple of boilers for heat and one chiller to cool

the place — which was still enough to test his technical skills at the time. He quickly and consistently learned his way around most assignments thanks to the more tenured guys on the team.

"I picked most of my skills up here with mentors, the old guys that were here before me," he said. "They took me under their wing and taught me the trades."

In time, Dye would become a licensed electrician, and the hospital would grow into a health system. Each of the new expansions that came online bore his fingerprints to one degree or another, something he remembers proudly.

"The west tower was one of the first big ones, then the surgery addition," he said.

"Then, over where the east tower is, the patient rooms there, and of course the big six-story tower. I had my fingers

in just about everything that was put in. I still do the majority of the work on the fire alarms; I install and program them."

The hospital has been a big part of more than just his professional life as he also met his wife, Linda, while on the job.

"We actually met when she was one of the food service supervisors in the dietary department," he said. "She started here about the same time I did, through school. We met there and hit it off. She is an excellent cook; she's always making goodies and bringing them in for the guys in the shop. They love that."

Now 64, Dye has long since taken over the role of mentor, coaching up the youngsters as his professional elders once did for him. He willingly helps anyone who is willing to listen and learn, be it in a traditional mechanical task or, increasingly, in the new technology that has steadily taken over building systems and controls.

"It's never boring. I can tell you that," he said of his job. "Every day you might think that you're going to go work on one thing and then something else will break. It's always something new."

In retirement, Ricky plans to spend more time with Linda fishing, camping and spoiling their six grandkids and two great-grandchildren. When the time comes to leave work for the last time, he'll do it knowing he gave his very best for the company and the people who work and heal there.

"It's been a wonderful career. Good bunch of guys," he said. "You always knew that if something breaks down, they've got your back and if they have to work all day and all night, they'll do it. Really good bunch of people and a really tight-knit group."

"Every morning, we have our little get-together shop meeting and see what each guy's got going and we always end it where somebody will offer up a prayer for the day. Then we get on our day and let the good Lord guide us."



Ricky Dye
Engineering Systems Specialist
Tenure, 48 years

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THE SHINY LIME HAIR STUDIO

→ FOR AS LONG AS HE CAN REMEMBER, Terry Lally has worked with his hands. From helping in his father's drywall business to the sweltering oil rigs of the Gulf to the halls of Baxter Health, his has been a career as a craftsman that stretches back to high school.

"I worked on outboard motors for a while when I was young, and I worked building houses," he said. "Even before I got out of high school, I was already working with my hands building houses. I was just a kid so I was a helper, you know, I was the go-get-this, go-get-that guy."

"I started in the drywall business when my dad was alive. I worked with him when I was young, and then he died when I was still real young. So I just kind of moved into whoever had work, painting, drywalling, house building, stuff like that."

Shortly after he graduated from Mountain Home High School, the local construction scene slowed down to nothing, so Lally hit the road in search of jobs.

"When construction went to flop around here, the oil rigs were needing help," he said. "I went out and painted oil rigs down in Louisiana. That was quite a deal; you lived on a boat, and you climbed around on an oil rig painting 'em. I didn't do that very long; being away from home really just wasn't my deal."

"Soon as the jobs started picking up, I went back to building. I went to Oklahoma for a little while and did some building out there. I just kind of ran around the whole country; wherever the job was, that's where you went."

Lally came off the road for good in 1993 when he signed on with Baxter Health engineering department, happy to leave the feast-and-famine of construction work behind.

"This job was an everyday job, and that's what I was really looking for," he said. "In the building trade, if it's raining you don't work, snowing you don't



Terry Lally
Mechanic
Tenure, 30 years

work. And when you're doing that, you're always chasing the next job. This is everyday work, and that's what I like about it."

Over the next three decades, Lally lent a hand on everything from minor repairs to major construction projects. He said the variety of work was something that has consistently held his interest, and the mentorship of other, more experienced employees made him comfortable in his work environment.

"One day you might be fixing a patient bed, a telephone, fixing toilets. Next day you're doing ceilings, cabinet door fell off, you go fix that," he said. "I really just always depended on the older guys that I was working with and paid attention to what they were doing, asked them questions, having them teach me. That's really how I learned pretty much everything

is from the older guys around me. That kind of experience is really valuable."

"A lot of guys I went to high school with went to college; I went to on-the-job training. When you learn it from the guys who know it and you're helping them with it, there are all kinds of little tricks that you learn, even on simple things."

Given his status as a senior member of the team, Lally has evolved from being a mentee to a mentor, and his walkie-talkie crackles several times a day with fellow employees seeking his advice on this issue or that.

"We carry radios here so we can talk back and forth no matter where you might be. They scream my name all day long," he said with a chuckle. "What about this? What about that? What do I do here?" It's something I don't even have to think about anymore, you just

snap your finger and give them an answer. It happened before 7:15 this morning already, and that happens all day long. And you know what, there's even times when I'm the one on the radio going, 'I need this. I need that.'"

In retirement, Lally intends to get in some long-awaited lake therapy, spending more time hanging out with his family and friends on the water. Bringing his career to a close in February won't entirely end his working life either, he said, as he already has a list of handyman projects lined up. Once a craftsman, always a craftsman.

"Fixing things — I've got a big family on both my wife's side and my side," he said. "I've got brothers and sisters always needing something, nieces, nephews, grandkids. I don't intend to work every day, but I'm not going to just stop."

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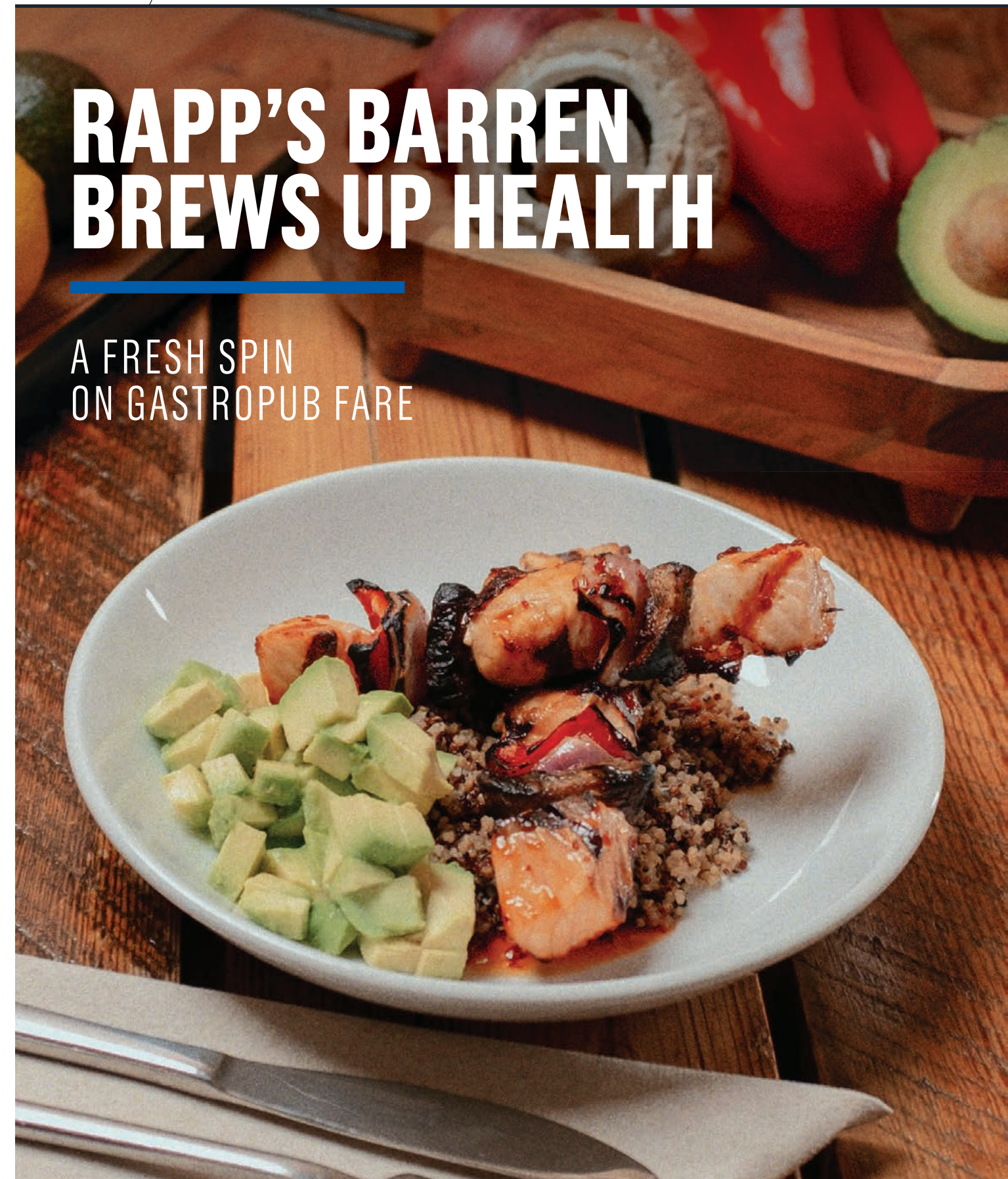
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RAPP'S BARREN BREWS UP HEALTH

A FRESH SPIN
ON GASTROPUB FARE



COLLABORATING FOR WELLNESS: MOUNTAIN HOME'S RAPP'S BARREN AND BAXTER HEALTH UNITE TO SERVE HEALTH-CONSCIOUS CUISINE

With the dawning of 2024, many people have made the resolution to live healthier in the new year. If you are one of them, congratulations! An investment in yourself and your health, while often not easy, always pays dividends.

One important element of your new healthier lifestyle should be what you eat. No matter how many minutes you spend on a treadmill or how many miles you log on a bike, exercise can be severely hampered or assisted by what's on your plate. As a popular saying goes, "Fitness isn't made in the gym, it's made in the kitchen."

A local company has taken this message to heart. Rapp's Barren, Mountain Home's award-winning brewery and gastropub, has unveiled a Healthy Eats section on its menu featuring dishes developed in partnership with physicians and dieticians at Baxter Health.

"As a brewery, we get the opportunity to partner with a lot of other local businesses on the beer side," said Rapp's Barren co-owner Russell Tucker. "We've never done anything on the food side as far as partnering and collaborating. I really

wanted to pursue something that provides people with some healthier options."

Tucker reached out to Baxter Health with the idea and the resulting collaboration created the first entree on the gastropub's Healthy Eats menu, honey chipotle salmon skewers. The dish provides a balance of nutrients and protein while limiting the fat and salt that can stall a person's progress and rob them of both good health and motivation to stick to their fitness goals.

As the area's leading healthcare provider, Baxter Health has a vested interest in the wellness of the population. Taking a few simple steps now can head off serious illness later, including heart disease, diabetes, hypertension and stroke, as well as improve balance and muscle tone needed to avoid falls and fractures later in life. Bringing healthier dining options and recipes to the public is one small piece of a much larger goal.

PULSE magazine is pleased to reprint the recipe for the kebabs, which are easy to prepare and delicious. Whether you enjoy the dish at Rapp's Barren or in your home kitchen, let Healthy Eats be your secret weapon in the battle of the bulge.



Salmon Kebabs

Servings: 2
From: US Foods

INGREDIENTS

- » 12 ounces salmon fillet, raw
- » 6 ounces portabella mushrooms
- » 4 ounces red onion, chopped
- » 4 ounces red bell pepper, chopped
- » 2 ounces honey
- » 1 ounces chipotle pepper in adobo sauce
- » 5 ounces avocado
- » 1 cup of quinoa and brown rice blend
- » ½ teaspoon salt
- » 1 teaspoon lemon juice

INSTRUCTIONS

- 1: Prepare quinoa/brown rice blend according to package instructions.
- 2: Skewer salmon, mushrooms, onion and red bell pepper. Grill skewers.
- 3: While skewers are grilling, mix honey and chipotle pepper together in a small bowl. In a separate bowl, very lightly toss avocado, lemon juice and salt.
- 4: Put quinoa on a serving dish. Top with salmon skewers. Drizzle the chipotle and honey mixture over the dish, and garnish with avocado and lemon juice.

RAPP'S BARREN BREWING COMPANY, located on the square in Mountain Home, is a hub for both locals and visitors. This unique establishment, combines a cozy yet elegant atmosphere with a modern food and beverage concept. Known for its craft beer, crafted with passion by its owners, Rapp's Barren offers a diverse range of brews along with delicious food options. It's a place where people of all ages can gather to enjoy good company, great food and exceptional craft beer.



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THE MASTERMINDS BEHIND THE SCENES

BY REV. RANDALL LUDWIG, MDIV.
DIRECTOR OF PASTORAL CARE

I am sure most of you haven't given this a thought, but I recently discovered that there is a correlation between an English muffin and the body's healing mechanism.

I have found that I can make a breakfast sandwich just as good as the McRestaurant down the street; all you need is an English muffin, a fried egg, and a slice of pork from the great white north. Unfortunately, the muffin must be cut lengthwise; a daunting task for someone with the culinary aptitude of a lumberjack. This maneuver is not done gracefully; in fact, it can be downright dangerous.

As I stand in the kitchen, bleeding into the sink, my first thought is to call 911; but I know that if I give it a few minutes, the body's healing process will kick in. The trillions of red blood cells coursing through my veins will flush the wound of any bacteria. Then gradually, the platelets begin to clot, and the white blood cells send a message to the brain that says everything is under control.

With my thumb wrapped in a paper

towel, I set out to finish my breakfast. (The medicine cabinet is void of Band-Aids; the granddaughters were playing nurse with their baby dolls over Christmas.)

If you could pry the roof off any healthcare facility, you would find a steady stream of ancillary professionals working behind the scenes making sure everything runs smoothly. These are people who have made it their life's work to support those who heal.

At Baxter Health, the nurses and doctors could never properly "heal the body" if it were not for the engineering, and maintenance, and bio-medical, and environmental services folk (...and the list goes on) who work tirelessly to keep our facilities up and running. Baxter Health is a healthcare system made up of hospitals, clinics and specialty services networked throughout Northern Arkansas and Southern Missouri providing comprehensive care to tens of thousands of people every day.

Like blood circulating through the

body, the men and women of the ancillary departments navigate through our facilities making sure the heat is on, the water is flowing, the equipment is running, the rooms are clean, (...and the list goes on).

I haven't a clue how, over time, my breakfast mishap healed itself, but it did. Every day, I'm amazed at how intricately detailed the body is made and how it sustains itself; the more I study it, the more fantastic and mysterious it becomes — a true miracle from God!

In the end, all I see is a scar, a healed wound. I'll never fully understand what it took to make that happen, but I'm forever grateful!

If ever I'm in the hospital, or at the doctor's office, or having an X-ray, or having blood drawn, or having my thumb stitched up, (...and the list goes on), I hope I'm considerate enough to pause for a moment and offer up a prayer of thanksgiving to all the people, that I will never meet, who make my treatment possible. ■

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