



Charting Our Course Forward

2019 Community Benefits Report



**Bay Area
Hospital**

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Bay Area Hospital

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MISSION

We improve the health
of our community
every day.

VISION

Bay Area Hospital will
be the model for regional
healthcare excellence.

VALUES

Kindness, Excellence,
Teamwork, Ownership,
Innovation

Your Health Is Our Priority

Bay Area Hospital's mission is to improve the health of our community every day, and we are committed to making great patient experiences and quality healthcare available to residents of Oregon's South Coast. We do this every day through an engaged medical staff and a committed workforce. In this year's community benefits report you will learn more about:



- ✓ Our updated Strategic Plan to provide a renewed focus on our plans for the future
- ✓ The transition we are making to Epic, a new health record system, to streamline and personalize the delivery of healthcare
- ✓ How opening a childcare center empowers our employees and addresses a community need
- ✓ How the expansion of the hospitalist program helps ensure that primary care is more accessible
- ✓ Our efforts to recruit and support highly skilled professionals
- ✓ How Bay Area Hospital community grants support better health and quality of life for South Coast residents

Thank you for the support and trust you place in Bay Area Hospital, and for sharing our pride and excitement about bringing better health outcomes to our community.

A handwritten signature in blue ink that reads "Brian Moore".

Brian Moore
President and CEO



Planning Care for

Strategic plans look forward to help an organization identify, plan for, and implement strategies to achieve a set of goals.

Bay Area Hospital has been working to update the organization's strategic plan by bringing together stakeholders from our Board of Directors and Executive Team, but also by bringing in others who could provide valuable input, such as representatives of our medical staff and personnel from key partner organizations and surrounding critical access hospitals.

"We really wanted something that we could act on, with guiding principles that would be flexible over time, allowing Bay Area Hospital to stay on track with our goals," said Brian Moore, President and CEO of Bay Area Hospital. The new strategic plan focuses on four principles: putting patients first, building people and creating culture, creating frictionless, convenient services for all, and building new services and win/win partnerships that are supported by two pillars: financial stability and high quality services.



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the Community

Putting Patients First

Bay Area Hospital believes in and supports our mission of: Improving the health of our community every day. The hospital serves our community, who come here as patients, guests, and visitors. Our patient first focus is our continued goal to provide quality care and experiences to those who use our services, and we will continue to strive to deliver the best care, and to make improvements along the way.

Building People and Culture

There is an old adage that ‘culture eats strategy for lunch’, meaning creating an amazing work culture is key to organizational success. “Culture is something that has to be developed and sustained in a manner that supports the strategies, goals, and tactics of an organization,” Moore said.

Building people refers to Bay Area Hospital’s investment in creating a robust workforce that starts with exposing youth in the community to the wide variety of job opportunities in the healthcare field. The other side of that is how we support our current workforce in their ongoing development, and how we help them reach their career goals, elevating both the individual and the organization.

Convenient Experiences for All

Healthcare consumers are frustrated with the cumbersome, difficult to navigate system that healthcare has become, and we want to create better solutions, to increase accessibility, and to be more service-oriented toward our patients. “We realize that in order to provide that to our patients, we must first provide that experience to our doctors, nurses, and caregivers who are ultimately providing that experience for our patients,” Moore stated.

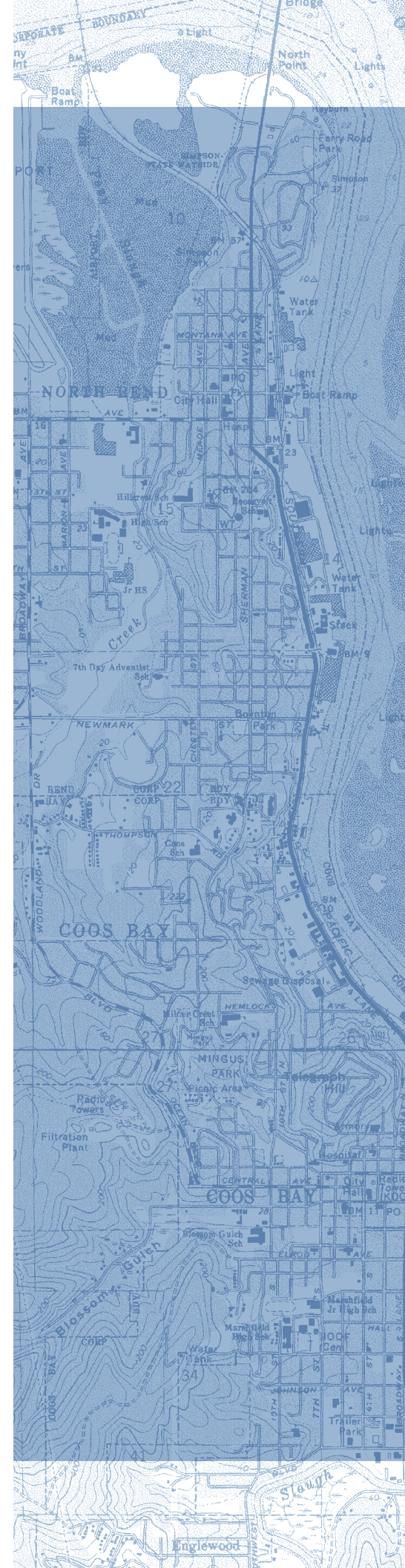
New Services and Win/Win Partnerships

The hospital is moving from a treatment model to a prevention model. If Bay Area Hospital is taking care of our community, we should see a decrease in some of our core services over time; but this decrease will provide further opportunities to create mutually beneficial partnerships to keep the community healthy and out of the hospital in the first place.

Financial Stability and High Quality Foundation

There’s a business aspect involved in healthcare, and Bay Area Hospital wants to be good stewards of our financial resources—building a model that is sustainable, supporting us for the long run. The other aspect, high quality, “is absolutely foundational to our relationship with the community and with our patients,” said Moore. “We have to be continuously improving our quality—that’s the foundational trust element that all healthcare experiences need to be built on.”

Bay Area Hospital’s top priorities are the quality of our care, providing an amazing patient experience, and the accessibility of our hospital and services to those who seek help here. We are working every day to take the best care of our neighbors, friends, coworkers, and family that make up our community.



Patient Information Access Goes Epic



Epic is a widely used electronic health record (EHR) that gives patients tools to be healthier, improves patient healthcare by ensuring quality and easy access, and puts more control into the hands of patients. This integrated technology platform allows clinicians, patients, and staff to work collaboratively to improve patient care and to create new ways to deliver healthcare.

Bay Area Hospital has partnered with Bay Clinic, North Bend Medical Center, and Advanced Health (the group is known as the South Coast Ecosystem) to adopt Epic through an Epic Connect partnership with St. Charles Health System. The common EHR platform will help clinicians coordinate care for patients as they move between locations, and patients will have a more streamlined experience managing their health information.

This move will support care coordination and standardization which will lead to a better experience for patients. St. Charles was selected as a partner because they provided a detailed proposal and demonstrated a strong commitment to partnership throughout the process.

Epic will be available to access on a mobile device or a computer. The application will automatically populate information added by your provider, and is a convenient, secure way for patients to interact with their own health information and be more informed regarding their healthcare plans and options.

“I am excited about the opportunity to move forward with an integrated electronic health record system that will allow physicians and clinicians to provide a higher level of coordinated care for our patients,” said Patrick Varga, Chief Information Officer at Bay Area Hospital.



Creating a Bright Future

New Childcare Center Supports Hospital Staff



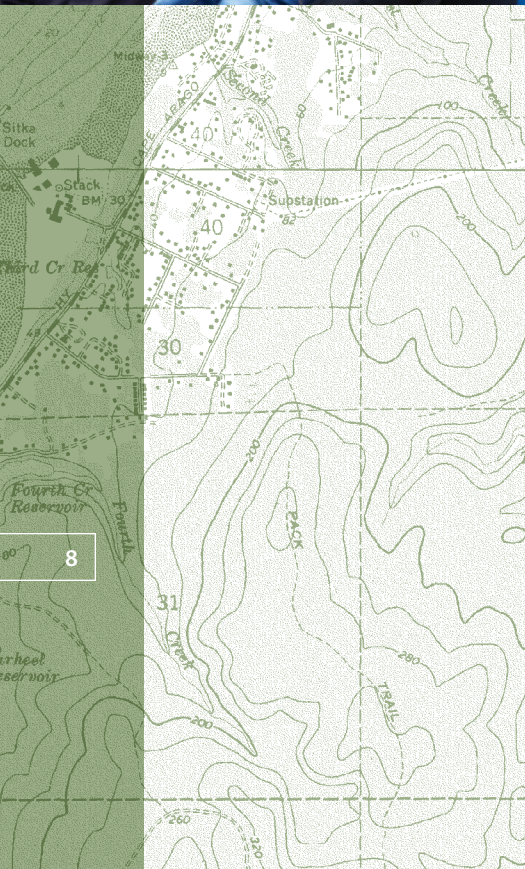
Childcare in Coos County is hard to come by, and there are long wait lists. Understanding that providing childcare to Bay Area Hospital's workforce is vital to the financial and physical health of the county, the hospital opened Bright Beginnings Learning Center with the help of a grant from the Ford Family Foundation. The learning center also assists the hospital in effectively recruiting and retaining staff, especially for hard-to-fill positions.

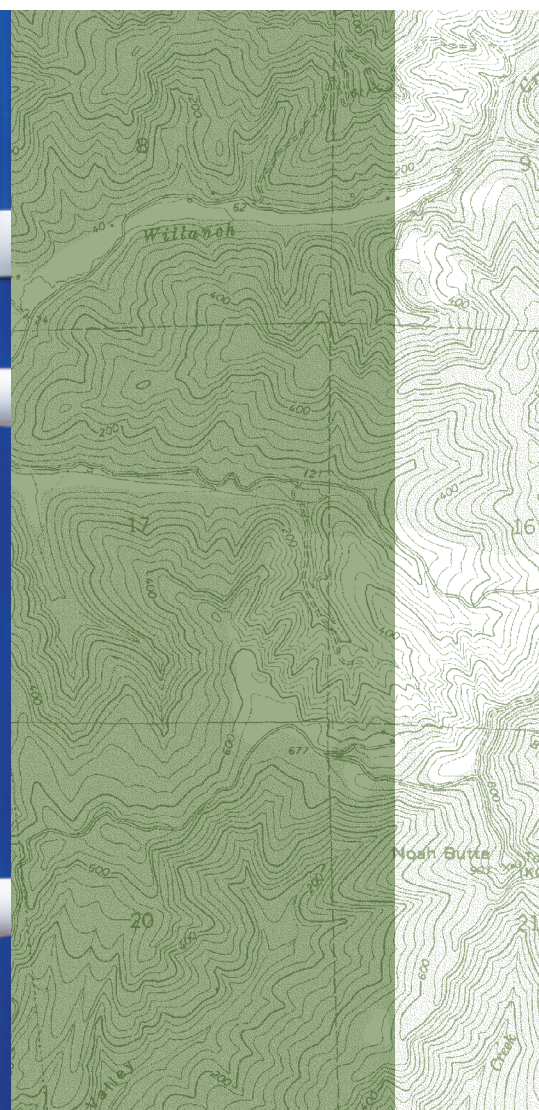
Emergency Department physician, Sarah Roth, DO, recently moved to the area and tried out several different childcare centers, but wasn't able to find one that was a good fit for her children, ages 3 and 18 months. Finding Bright Beginnings was a huge relief for her and her husband.

"I didn't realize that it takes a lot of adults to invest in your children, and you want to find a place that will supplement your parenting style," Dr. Roth said. She believes Bright Beginnings is a fabulous resource that is proactive in noticing strengths and working with children based on their current needs.

Bright Beginnings has room for more than 100 children, with the goal of the majority of children enrolled having at least one parent work at the hospital.

Early childhood education (ECE) is important for children as their brain develops rapidly in the first five years of life. Children with ECE have lasting positive effects on IQ, boosted academic and economic achievement, and lower rates of childhood obesity and chronic illness.





Bright Beginnings provides a high-quality learning environment, including the following programs:

- ✓ **Zoophonics**, a language arts approach based on phonics
- ✓ **Diologic Reading** that allows children to become participants in the story-telling
- ✓ **Second Step**, a social-emotional learning program
- ✓ **Cooking** experiences
- ✓ **Spanish Immersion Program** taught by two native Spanish speakers
- ✓ **I Am Moving, I Am Learning**, designed to increase daily physical activity
- ✓ **Yoga**

Children that attend Bright Beginnings Learning Center have weekly lesson plans with activities that use the power of play to grow socially, emotionally, physically, and intellectually—all while having fun!



Improving Access

Teamwork Sets the Stage

The field of healthcare changes frequently, and one long-term development has been the rise of hospitalists, physicians who specialize in taking care of patients during their hospital stay. Bay Area Hospital is working to create a robust hospitalist program.

Rajesh Ravuri, MD, has been involved in the creation of the hospitalist program at Bay Area Hospital for the last decade.

“I feel like I am the ‘quarterback’ of the team at the hospital,” said Dr. Ravuri. “I have specialist receivers, specialist running backs, and specialist tight ends, but as the quarterback I will be coordinating care between all of the necessary departments. This coordination role is important in the success of any hospital.”

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to Primary Care

Those who move to the area often experience difficulty locating a provider due to a shortage of primary care providers—physicians, nurse practitioners (NP), and physician assistants (PA) in Coos County. Expanding the hospitalist program will help this issue by allowing primary care providers to free up portions of their schedules to see more patients in the office, instead of coming to the hospital to see patients. The full service hospitalist program should also help the community recruit new primary care providers, many who want the option to focus on their outpatient practice.

Samir Ale, MD, Chair of the Family Medicine Department at North Bend Medical Center said, “The hospitalist program has allowed me to direct all focus to my outpatient practice.

“A more structured and predictable
clinic structure will allow me to improve
quality of care, decrease wait times,
and open the door to establish care
with new patients.

“I think it will also help prevent burnout by allowing our primary care providers to narrow their field of focus.”

This new, stable, but growing hospitalist group has an amazing team spirit and they are excited to deliver consistent, coordinated, high-quality care at Bay Area Hospital and to the community.

Developing Care for Our Community

Bay Area Hospital's employees are encouraged to obtain higher degrees and specialized certifications through the hospital's many professional development opportunities; the Acute Psychiatric Unit (APU) team is one of several departments with skilled personnel who are able to support patients in a more specialized manner.

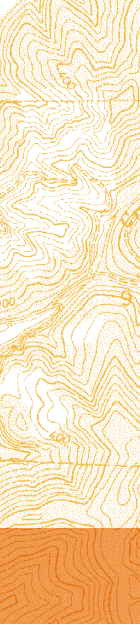
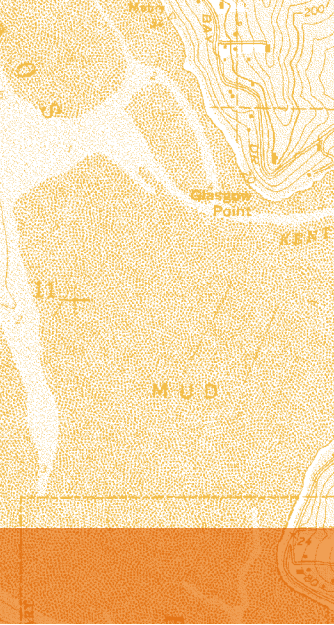
Kim Coddling, licensed clinical social worker (LCSW) and qualified mental health professional (QMHP) works to provide mental health support to any patient who walks through Bay Area Hospital's doors.

"It's important for any health condition to receive immediate care. We wouldn't let anyone with a physical health crisis wait, and it is the same for a person experiencing mental anguish as well. We have an ethical obligation to serve patients with the right type of care," Coddling said.

QMHPs receive referrals from all departments across the hospital after a patient's medical needs are addressed first. They work with patients and Case Management to help the patient identify a support system, and a discharge plan to ensure their safety. "When people are in a crisis, they forget that people care about them. Within a day of working with someone, I can see that they feel supported and respected and they see hope—I have planted a seed. That motivates me to keep wanting to do this work," Coddling added.

Bay Area Hospital is staffed up and prepared for nearly anything that walks through the doors. Our certified professionals are networked into our community, and they are here day or night to help those who need it.





Supporting Our Community's Health through Grants

Bay Area Hospital's Community Foundation supports our mission of improving the health of our community every day by providing funding to organizations working in innovative, collaborative ways with others to foster better health and quality of life for residents on the South Coast. In 2019, our Community Foundation awarded more than \$400,000 to local organizations including Habitat for Humanity, the Marshfield Key Club, and Southwestern Oregon Community College's (SWOCC) new Health and Science Technology building.

Bay Area Hospital has committed to funding \$1 million to SWOCC's Health and Science Technology building to replace outdated training spaces, introduce new technology to the classroom, and allow more applicants to their nursing and allied health programs.

"We are incredibly grateful to the partnership that we have through Bay Area Hospital. The ability to grow our program is huge, which in turn will benefit the community by allowing more local students to stay in the area as registered nurses (RNs). We have

had an overwhelming response in new applicants, around 140 for the upcoming cohort, with 98 of those being from within Coos County," said Joannie Miller, Nursing Director at SWOCC.

Many nurses working at Bay Area Hospital received their education and training at SWOCC, and the hospital's support of the Health and Science Technology building will support the area's need for high-quality nurses on the Oregon Coast.

For the Well-Being of Our Community

Program	Key Facts	Staff*	Direct Annual Expense	BAH Subsidy
Charity Care	Bills were wholly or partially written off for 1,724 patients in FY 2019**	25	\$2,293,398	\$2,293,398
Community Education and Support Groups	170 education sessions reached 1,134 people in FY 2019. Diabetic Education is also provided to patients throughout the year.	7	\$118,684	\$118,684
Community Grants	37 agencies received grants in FY 2018.	1	\$163,575	\$163,575
Health and Science Building Project	Pledge to support the building of a new Health and Science building on the Southwestern Oregon Community College Campus.		\$250,000	\$250,000
Health Professionals Education (Surgical Residents/Externs)	Provides undergraduate training and assistance in preparing future healthcare professionals. Supports two full time Surgical Residents and Medical Externs.	4	\$240,000	\$240,000
Home Health Agency	8,849 billable visits	30	\$4,463,042	\$2,262,077
Kids' HOPE Center	414 child victims served this fiscal year; 60 medical exams; 296 referred to counseling; 153 forensic interviews	5	\$501,057	\$89,580
Management of Maternity Services (MOMS)	Nearly 90 percent of all women giving birth at Bay Area Hospital rely on MOMS.	4	\$359,407	\$359,407
Palliative Care	Answers more than 200 annual physician requests to aid patients.	2	\$120,539	\$120,539
Psychiatric Services	2,445 inpatient days in FY 2019	28	\$6,199,967	\$3,825,193
Inpatient Dialysis Services	Provides local service to inpatients and avoids transfer to out-of-area hospitals.	5	\$297,498	\$297,498
Student Volunteers	9 students	1	\$16,071	\$16,071
Family Housing Unit	Free housing provided for patients who live more than 50 miles from hospital.	1	\$21,240	\$78,240
Miscellaneous Community Services	Additional services provided to community include: SANE (Sexual Assault Nurse Examiners) exams, Body Walk sponsorships, taxi, food, prescription vouchers, annual drug take-back program, and miscellaneous other monetary and in-kind donations.	20	\$166,830	\$166,830
Totals		133	\$15,211,308	\$10,281,092

* Bay Area Hospital employees and volunteers who devote all or part of their time to the program

** FY 2019 denotes the 2019 fiscal year: July 2018 through June 2019; 2019 is calendar-year 2019

Summary Balance Sheet

As of June 30, 2019

Assets	
Current assets	\$52,539,447
Investments	\$76,210,344
Property, plant, and equipment, net	\$81,186,254
Other assets	\$4,990,957
Total assets	\$214,927,002
Liabilities	
Current liabilities	\$20,143,066
Long-term debt	\$5,501,787
Other liabilities and minority interests	\$7,104,433
Net position	\$182,177,716
Total liabilities and net position	\$214,927,002

Workforce Statistics

Fiscal Year 2019

Average number of employees	1,110
Average age of employee	45.79
Average length of service (years)	9.25
% Regular full-time	69%
% Regular part-time	15%
% Supplemental, on-call, and per diem	16%
	100%
% Physicians	1%
% Managers	3%
% Registered Nurses	38%
% Certified Nursing Assistants/ Licensed Practical Nurses	10%
% Office, trades, services	48%
	100%

Summary Statement of Revenues and Expenses

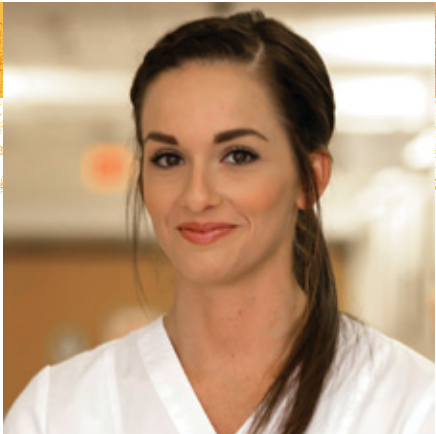
As of June 30, 2019

Operating Revenue	
Net operating revenue	\$187,183,445
Operating Expenses	
Wages and benefits	\$93,217,860
Supplies	\$53,390,361
Depreciation	\$7,691,986
Other expenses	\$26,390,231
Total operating expenses	\$180,690,438
Income (loss) from operations	\$6,493,007
Net nonoperational gains (losses)	\$4,640,880
Revenue in excess of expenses	\$11,133,887

Key Operating Indicators

Fiscal Year 2019

Average available beds	129
Patient days (inpatient)	25,059
Patient days (observations)	3,469
Average daily census	64
Discharges	6,293
Adjusted discharges	13,544
Average length of stay (days)	4.15
Babies delivered	632
Surgeries	4,917
Emergency department visits	29,182



Ready to Serve

Bay Area Hospital has been caring for the community before the COVID-19 crisis, during this crisis, and we will continue to care for the community after this crisis has passed. Our annual Community Benefits Report was already in production before Coronavirus hit the United States, and while it does not necessarily feel like the best time to move ahead with printing, we did not want to delay sharing the hospital's financial information with the community.

We are working together with community partners as a group of dedicated healthcare professionals doing all we can to help flatten the curve of the pandemic. Our staff have stepped up tremendously over the past few months as knowledge and protocol have been changing at a rapid-fire pace, and our staff continue to be ready to serve.

**Bay Area Hospital
improves the health of
our community every day.
We want to ensure that
we are prepared today
and will continue to be
prepared to provide care
for those who need it
in our community.**