

Community Benefit Report

Fiscal Year 2024



Bay Area
Hospital

Dear Community Members,

2024 marked a significant milestone as Bay Area Hospital celebrated 50 years of providing exceptional healthcare services to our community. I am filled with immense pride and gratitude for the unwavering dedication and resilience demonstrated by our staff, physicians, and volunteers at Bay Area Hospital. The commitment to care for all people in our community runs deep in the culture.

Our success is not ours alone. Without partners in the community, Bay Area Hospital would not be able to fulfill its mission. This year, we were privileged to recognize the first responders who are so critical at any incident scene. One of the highlights of this year was the First Responders Appreciation Celebration, where we honored over 25 emergency agencies that work tirelessly to ensure the safety and well-being of our community. This event not only recognized their invaluable contributions but also provided a family-friendly environment for the public to engage with our local heroes.

Bay Area Cancer Center continues to be a beacon of hope for patients on the Southern Coast of Oregon. With over 13,200 patient treatments annually, our center offers comprehensive cancer care, including radiation treatment, medical oncology, and infusion services. Our partnership with Oregon Health and Science University ensures that our patients receive world-class care close to home.

As we look to the future, we remain committed to investing in our facilities, expanding our services, and fostering a culture of excellence and innovation. Our recent partnership exploration aimed at securing capital investments and leveraging the resources of a larger system comes at a critical time. This initiative is not just timely—it's essential as we pursue the financial sustainability of Bay Area Hospital while confidently navigating the evolving healthcare landscape. Thank you for your continued support and trust in Bay Area Hospital. Together, we will continue to improve the health and well-being of our community.

In service,



Brian Moore
President and Chief Executive Officer

**"The commitment to
care for all people in our
community runs deep."**

Dear Community,

This year, we celebrated the 50th anniversary of Bay Area Hospital. Our journey from a small hospital to a modern healthcare facility has been marked by continuous growth and innovation. The dedication of our staff, physicians, and volunteers has been instrumental in achieving our mission to improve the health of the residents of Coos Bay and beyond.

As we look to the future, the Board is working to ensure that Bay Area Hospital has the resources it needs to continue providing a broad array of services for the next 50 years. We understand the importance of financial sustainability and have taken significant steps to secure it. Through strategic partnerships and affiliations, such as our collaboration with Quorum Health, we are able to retain local leadership while benefiting from financial support, recruitment expertise, and service expansion. Additionally, we are actively working with Oregon legislators to secure additional funding through Medicaid for rural hospitals like ours. Our dedicated web page, bayareahospital.org/hereforgood, provides regular updates on our efforts and progress. Together, we will ensure that Bay Area Hospital remains a pillar of health and well-being for our community for generations to come.

At a time like this, it is especially gratifying to look back at some of the significant ways Bay Area Hospital gives back to the community and supports employees who are exposed to mental health stress in caring for others. I hope you enjoy reading the story about how the hospital brought back student volunteers and student shadowing. The hospital also launched a Peer Support Program that provides emotional and psychological support to our healthcare workers.

As we move forward, the Board remains dedicated to supporting the hospital's mission and vision. We will continue to invest in our facilities, expand our services, and foster a culture of excellence. Thank you for your support and trust in Bay Area Hospital. Together, we will continue to make a positive impact on the health and well-being of our community.

Sincerely,

A handwritten signature in dark blue ink, appearing to read "Troy Cribbins". To the right of the signature, the text "PR, OR / 60" is written in a smaller, lighter blue font.

Troy Cribbins
Chair, Hospital Board

50 Years of Caring for Our Community

The Evolution of Our Hospital

To commemorate 50 years of caring for our community, Bay Area Hospital created a timeline of its history, honoring the milestones, challenges, and people who made it all possible.

Our journey began long before our doors opened 50 years ago. The Bay Area Hospital District was formed in 1952, 22 years before the hospital would open. They didn't have much to work with, and they had a budget of only about \$30,000.

By 1969, the Sisters of Mercy announced they would close McAuley Hospital in Coos Bay. The Bay Area Hospital District responded quickly with an article in the May 25, 1970 edition of The World Newspaper in Coos Bay. With only 18 months until the cities of Coos Bay and North Bend would be left with a tiny and aging hospital, Keizer Memorial in North Bend, the Bay Area Hospital District, led by members Rudy Juul, John Whitty, and Edward Lawrence, boldly declared "the time is now" to build a new district hospital.

Their reasons? Keizer Memorial Hospital was only a 76-bed hospital, which had no room for expansion. Without McAuley, there would be only 76 beds for a community the size of 30,000 people. Secondly, both McAuley and Keizer were outdated to the point that most doctors did not want to relocate here, leaving the patient loads twice the state and national averages.

In May 1970, voters passed a \$6.75 million hospital levy for the construction of a new proposed 140-bed hospital. Twenty acres were secured along Thompson Road, centrally located between Coos Bay and North Bend. In February 1972, a citizens' group tried to abolish the Health District and stop construction of the hospital.

A special election was called, and voters again approved the hospital construction plan. Ed Lawrence, chairman of the Bay Area Hospital Committee was quoted at the time saying that the vote was nothing less than "a community effort to save the hospital." Nine construction



bids were submitted and ground was broken in January 1972, followed by a public ceremony that April. The following month, the first Auxiliary Volunteer group was formed. After two years of work, construction was completed in the spring of 1974.

On April 26, 1974, a dedication ceremony was held during the open house for anyone who wanted to tour the new state-of-the-art hospital. Over 8,000 people attended throughout that day. On May 19, 1974, the new Bay Area Hospital (pictured below) opened and would receive 54 patients that day: 16 from McAuley and 38 from Keizer Memorial. McAuley closed that day, and Keizer closed shortly after, marking the start of a new era.

Over the past 50 years, the hospital has evolved into a modern healthcare facility, with many upgrades, including a new Emergency Department, Family Birth Center, Operating Room Suite, a renovated pharmacy and cafeteria, a new Cath Lab, and the new North Tower that included a bright, spacious lobby and the Prefontaine Cardiovascular Center. These advancements reflect our commitment to providing comprehensive healthcare services to our community, mirroring what those larger city hospitals are known to offer.

On May 19, 2024, Bay Area Hospital celebrated its 50th anniversary with a community event that included Rudy Juul, John Whitty, and many of the Board members. Festivities showcased a unique 50th Anniversary History of the Hospital video created by the Marketing and Communications team, a three-tier golden cake, speeches by various guests of honor, and much recognition of the past influencing the present.

While 50 years is a remarkable milestone, the real excitement lies in what's ahead. Our staff, board, and community remain committed to shaping the future of care together.



Investing In Our Future

How Student Volunteers Inspire

Volunteer Services has expanded its footprint at Bay Area Hospital. Lindsay Moore, MDiv, our Spiritual Care & Volunteer Services Coordinator, re-imagined the student volunteer program and soon welcomed students from the local high schools. After a long hiatus, this program was revitalized by embedding students directly into hospital units, giving them the opportunity to experience patient care firsthand. They can also gain valuable insights into rapport-building, the fast-paced nature of healthcare, and the essential teamwork required in a hospital setting.

Lindsay commented on the program's inspiration, "I remember back to when I was a high school student. I grew up in a small community, and the adults who took the time to invest in me were a powerful influence in my life. We get to help shape the people these students are going to become. They are doing something really brave." A series of presentations to the local high school students were done by Lindsay and other speakers from Bay Area Hospital. Over the course of six weeks, relationships were built and interests peaked for all the students over time. The collaborative partnerships have continued, and Marshfield High School students joined the program as well.

In 2024, she welcomed 18 student volunteers who went through an orientation and were then given the chance to work across various hospital departments on special projects. Most of these students are part of the Exploring Healthcare Careers Pathway at their high school. The program has grown exponentially to 38 students currently and continues to build upon its momentum.

Doug Miles, a Health Sciences teacher at Marshfield High School, echoed that enthusiasm. He emphasized how valuable real-world exposure is for students preparing to enter the workforce: "I knew these students would have a great opportunity to see healthcare professionals working with real patients in real jobs. There's nothing that can replace life experiences like these. I love seeing my students come into class excited about an experience they had at the hospital. I don't think I've seen them more excited about any other class or opportunity. It's really neat to watch and be part of this great program."

"I don't think I've seen my students more excited about any other class or opportunity."

Embedding students into the units has only been possible because of the teams' willingness to take on these students. Managers, nurses, physicians, CNAs, techs, and all the behind-the-scenes teams that comprise Bay Area Hospital have helped create a little pocket in which to allow these young ones to witness the pace and teamwork that goes into caring for our community.

The joy these kids exhibit at the chance to learn from the different departments has been contagious. Lindsay shared, "I'm so grateful we have a team that works together to find a way to say yes. All of our managers have risen to create space for the students." Here, they get to explore career paths and life skills that could lead them to a future in healthcare. We're proud to be part of inspiring new careers and dreams and these heroes of tomorrow.



Read more about our student volunteer program at: <https://bayareahospital.org/about-us/volunteer/>

Bay Area Cancer Center

Caring for Patients on Oregon's Southern Coast

Bay Area Cancer Center (BACC) is vital to the South Coast of Oregon, caring for approximately 500 new patients annually. When combined with ongoing infusion and radiation treatment plans, the number of patient treatments totals over 13,200 every year.

Although cancer survivability varies depending on the type and stage of the disease, patients here are in very good hands.

Originally built in 1990 as a dedicated radiation center, BACC expanded its services 25 years later to meet the growing needs of the community. In 2008, a partnership with Oregon Health & Science University (OHSU) further elevated care, bringing world-renowned oncologists to Coos Bay and ensuring local patients have access to the highest level of cancer treatment close to home.

In 2015, a Medical Oncology Infusion Center and Lab was added, establishing BACC as a comprehensive cancer center. Today, through expertise, dedication to quality, and personalized care, BACC continues to provide radiation treatment, medical oncology, infusion treatment, oncology pharmacy, lab services, clinical trials, patient education navigation, and social work support to patients fighting cancer on the South Coast.

Additionally, BACC has been a fully accredited American College of Surgeons-Commission on Cancer program since 1990. This accreditation is an accolade only 30% of all hospitals in the United States have obtained. To earn this prestigious accreditation, a cancer program must continually:

- Meet or exceed 34 operational management and quality of care standards.
- Meet or exceed 12 eligibility requirements for cancer care services.
- Be reevaluated every 3 years.
- Maintain levels of excellence in the delivery of comprehensive patient-centered care.



With the incredibly complicated process of cancer treatment, BACC also incorporated nurse navigators into their treatment teams in 2015 to give the patient continuity and direction throughout the cancer journey. In 2023, the role of RN navigators was realigned to better coordinate with medical oncologists' daily schedules, allowing them to more effectively support new patients and those actively undergoing treatment. In 2025, the cancer center added oral anti-cancer RN navigation to help track medications, monitor symptoms, and support patients taking these medications at home.

Jared Carter, BACC's Oncology Service Line Director, shared, "Our cancer center serves a wide population of patients ranging from the northernmost communities of California, up through Florence, Oregon, nearly 200 miles. We feel honored to offer such a comprehensive array of cancer services within our community at such a high level. Having these care options close to home means considerably less travel and expenses for patients when the news of a cancer diagnosis comes."

Radiation Oncology equipment includes a Siemens Big Bore Confidence CT scanner that does low-dose scans for early cancer detection. This CT scanner also supports treatment planning and simulation by aligning each patient's anatomy and helping ensure that vital organs are not affected during therapy. It has been key to improving early interventions and survival rates.

However, the flagship of their operation is the LINAC TrueBeam™ Linear Accelerator, which has a 360-degree angle scan and treatment capability. Coupled with our team of physicians, medical physicists, dosimetrists, and therapists, they are equal to any treatment options at larger academic hospital systems, such as those in Eugene or OHSU in Portland.

When radiation therapy isn't the best option for treatment, the complete infusion center is explicitly designed for chemotherapy and immunotherapy. Although fighting cancer is a difficult path for anyone, the ultimate goal is to eventually complete treatment, ring the bell, and give people the best chance for recovery.



Supporting Our Staff

For the Love of Therapy Dogs

Bay Area Hospital offers a unique therapy program designed to help assist the staff through a tough day in patient care: canine therapy. It is the brainchild of our Director of Surgical Services, Devin Turney, who envisioned providing therapy dogs to support the staff. She worked extensively with her English lab, "BB," who had a people-friendly temperament and the ability to be trained by professional trainers. In March of 2023, Devin approached the President and CEO, Brian Moore, and the Chief Nursing Officer, Jenn Collins, with the proposal, and they happily accepted.

Jenn Collins shared, "Our teams needed us to support them in a way that was different from the past, and I know the power of pets. Animals can promote healing."

For the next year, Devin and BB enthusiastically made their "rounds" to the different departments, offering a moment of calm and a burst of joy with each visit. She also included BB as part of the "Peer Support" program, adding canine therapy to the list of psychological and spiritual care tools available.

Healthcare workers often face physically and mentally draining moments, and while peer support provides access to counselors or chaplains during tough times, sometimes all they need is a brief respite. One that includes a cold nose, a wagging tail, and the happy greeting of a dog's unconditional love.





“Her job is to focus on the staff here, to reduce stress and anxiety around the burdens of working in healthcare.”

Our therapy dogs are certified by First Responder Therapy Dogs, an impressive organization dedicated to helping first responders navigate the stressors and mental health

challenges that can result from working in these challenging fields. BB is also a member of our Coos County First Responder Peer Support team, a group focused on the support of our everyday heroes who serve Coos and Curry counties in Fire Services, Law Enforcement, and Emergency Medical Services.

On April 11, 2024, the therapy dog program added Jesse, a black lab who was so well-trained that she could perform multiple tricks around the nursing stations to the delight of employees. Jesse’s owner, Virginia, jumped right into the rhythm, making daily rounds while adding a different canine personality to the mix. The response has been overwhelmingly positive.

“When we’re in an environment that is so stressful,” Spiritual Care & Volunteer Services Coordinator Lindsay Moore said, “they’re an amazing resource for people to reset their value system, reset to what helps them feel present and calm.”

It’s rare for a major hospital to offer a canine therapy program focused on the care and well-being of staff. “They really do make a difference,” RN Savannah Sanders said. “After having a hard morning and then seeing them, the rest of the day just goes better.”

In 2025, the team added a third therapy dog, Buddie, to the mix and as we further expand our canine team, we will continue to care for those who care for our community.



When Minutes Count

The Only Cath Lab on the Southern Coast

Most rural hospitals don't have a Cath Lab, let alone one of this high caliber, supported by a team with decades of experience. Many of our technologists have been doing this for 20-25 years and the nursing staff is all ICU/ER-trained. "We've drawn a lot of high talent to a small lab in the middle of nowhere," Cath Lab Technologist Cory Summers said. "That means we serve the southern Oregon Coast with a vital service that saves countless lives in our community."

RN Julie Summers was the obvious choice to become the Cath Lab's nurse manager. Structuring her leadership to enable each staff member to claim ownership for their part has glued together a cohesive team of dedicated healthcare professionals. "We are so dedicated because it's our community," Julie said. "Without this Cath Lab, heart patients in emergencies where time is critical would have to be flown out to Eugene or Portland."

For Julie Summers, this is the center of her universe, and she wouldn't want to be anywhere else. Dale Powers is one such patient who truly appreciates our Cath Lab. "They took very good care of me," he said. "The doctors here explained everything so well!" Powers said this Cath lab not only has the same technology as he received in Eugene but also has the capability to send him home within a couple of hours—a luxury he didn't have in Eugene, primarily because of the distance.

"I absolutely love it," Julie Summers said. "It's a big commitment. We get to work with the best patients. We get to come in all hours of the day, and if someone's having a heart attack, we get to help them." Discovering she could become an integral part of a life-saving team has been something she's become passionate about. "Of the ten people we have on staff, four are on call 24 hours a day," Julie said.

With the Cath Lab's 24/7 availability and rapid response times, our team ensures that heart patients in the community always have the care they need when they need it most.



Celebrating Our Community's First Responders



As the largest community on the southern Oregon Coast, Coos Bay plays a vital role in regional healthcare, but it comes with some big challenges. With patients coming from as far south as Crescent City, California, all the way up to Florence, Oregon, and more than 60 miles inland, getting people the care they need often depends on a network of dedicated emergency response teams.

To show gratitude for those efforts, Bay Area Hospital hosted a First Responders Appreciation Celebration on June 8, 2024, a heartfelt event recognizing over 25 agencies who help make it all possible.

On a mild June morning, fire trucks, rescue vehicles, ambulances, police cars, a helicopter, and various emergency responders gathered in the hospital's parking lot to show off their rigs, enjoy food trucks, and share their careers with the public. President and CEO Brian Moore was there to pass out commemorative "50th Anniversary" coins to representatives of the first responder organizations.

Although the event focused on showing our appreciation for first responders, it also provided a family-fun event that enabled everyone, from kids to adults, to climb on fire trucks, see the aircrafts up close, and meet our local heroes.

We started this tradition and are excited to continue its legacy as we honor those who help improve the health of our community every day.



Peer Support Program

Lifting Spirits with a Certified Team of Experts

In healthcare, the hardest part isn't always the clinical work—it's the emotional toll of witnessing pain, loss, and crisis up close. When those experiences build up without an outlet, they can quietly impact our well-being. That's why Bay Area Hospital launched the Peer Support Program in Fall 2023 to offer immediate, meaningful support when our caregivers need it most.


Our county has had an Interagency Peer Support Team for decades, and it made sense for us to join them. The police, fire, dispatch, ambulance, and our healthcare team all have a sensory experience of the tragedies. Bay Area Hospital launched the program supported by a team certified by the International Critical Incident Stress Foundation, Inc. (ICISF).

Through this program, staff in need can request support from our team. Much like physical first aid precedes surgery, crisis intervention serves as "emotional first aid"—a critical, acute mental health response that helps bridge individuals toward longer-term care when needed.

After completing the ICISF training, we joined the county-wide group, and since 2023, we've had the honor of hosting the county's Peer Support team. Together, we support first responders in Coos and Curry Counties, holding debriefings for other agencies and even the nearby critical access hospitals.

Debriefing is just one small aspect of Peer Support. The program is here to hold space for our team members to be seen and heard by others who understand the emotional experience of caregiving. The goal is not to shut down those feelings; it is to notice and name them so that we can integrate these experiences and continue enjoying positive emotions. We don't want to lose this capacity to feel, we want to process it.





“Our team is part of our community. Our mission is to improve the health of our community every day. The only way we can fully live that mission is for us to set up systems to support the caregivers as an important part of the community.”

The team that shows up after hours to care for their own, after already caring for their patients, are truly remarkable humans.

Lindsay Moore, MDiv, Spiritual Care & Volunteer Services Coordinator, shared, “It is an honor to work side by side with them. This work is so core to Bay Area Hospital’s mission. Our team is part of our community. Our mission is to improve the health of our community every day. The only way we can fully live that mission is for us to set up systems to support the caregivers as an important part of the community.”

Technology plays an important role in the program’s accessibility. An easy-to-use online web form routes confidential submissions directly to the Peer Support Network team. We use a QR code that makes access simple and fast for employees and their families. Staff can request a variety of support services including: a one-on-one confidential peer conversation; a visit from spiritual care; a therapy dog visit, or the code lavender cart.

Many people work behind the scenes to make this system work. When requests come in for entire units, scheduling helps identify who was on shift so the team can contact the right members. There have been instances where the team ensures not only employees are checked in on, but also patients who have witnessed difficult events. The team has even supported volunteers who happened to be present during incidents.

New team members are a naturally vulnerable population. Offering resources after a team member has participated in giving CPR chest compressions on a patient for the first time, experienced their first patient loss, or has just experienced their first code gives our team members the opportunity to reach for healthy tools from the beginning of their careers.

Having a system in place for all team members to ask for help is something the organization is incredibly proud of creating. The Peer Support Program has become a vital resource for our healthcare workers, offering a safe and supportive environment to navigate difficult experiences. Sometimes, just a few quiet minutes with a therapy dog can lift the weight of a hard day—empowering our team to continue the incredible work they do for our community.

Our Financials

*As of June 30, 2024

For the Well-Being of the Community

| | Direct Annual Expense | BAH Subsidy |
|---|-----------------------|---------------------|
| Charity Care | \$740,073 | \$740,073 |
| Community Education & Support Groups | \$242,520 | \$242,520 |
| Community Grants | \$377,503 | \$315,586 |
| Health Professionals Education | \$1,046,562 | \$926,682 |
| Home Health Agency | \$1,480,158 | \$1,210,292 |
| Bright Beginnings | \$220,391 | \$220,391 |
| Kids' HOPE Center | \$72,821 | \$72,821 |
| Management of Maternity Services (MOMS) | \$433,471 | \$433,471 |
| Palliative Care | \$61,348 | \$61,348 |
| Psychiatric Services | \$4,266,486 | \$2,771,129 |
| Cardiology | \$11,780,881 | \$3,761,898 |
| Wound Care | \$2,682,726 | \$1,834,606 |
| Student & Health Professions Education | \$0 | \$0 |
| Family Housing Unit | \$38,780 | \$38,780 |
| Misc. Community Services | \$167,799 | \$167,799 |
| Community Benefit Operations | \$36,759 | \$36,759 |
| All Medicaid / Managed Medicaid | \$56,541,010 | \$19,867,872 |
| Totals: | \$80,189,288 | \$32,702,029 |

* For comparative purposes, last year's Community Benefit totaled \$35.9 million

Workforce Statistics

| | % of Staff | |
|--|-------------|-----|
| Average Number of Employees | 1081 | |
| Average Age of Employees | 45 | |
| Average Length of Service (years) | 4 yrs 6 mo. | |
| Regular Full-time | 794 | 73% |
| Regular Part-time | 134 | 12% |
| Supplemental, On-Call, & Per Diem | 153 | 14% |
| Physicians | 9 | 1% |
| Managers | 42 | 4% |
| Registered Nurses | 339 | 31% |
| Certified Nurse Assistants & Licensed Practical Nurses | 71 | 7% |
| Office, Trades, & Services | 620 | 57% |

Summary Balance Sheet*

| Assets | Amount |
|-----------------------------------|--------------------|
| Current Assets | 51,805,974 |
| Investments | 47,940,908 |
| Property, Plant, & Equipment, Net | 70,649,022 |
| Other Assets | 19,628,862 |
| Total Assets | 190,024,764 |

| Liabilities | Amount |
|---|--------------------|
| Current Liabilities | 33,659,662 |
| Noncurrent Liabilities | 56,167,001 |
| Other Liabilities & Minority Interests | 11,397,373 |
| Net Position | 88,800,728 |
| Total Liabilities & Net Position | 190,024,764 |

Key Operating Indicators (Fiscal Year 2024)*

| | |
|-------------------------------|--------|
| Average Available Beds | 132 |
| Patient Days (Inpatient) | 28,993 |
| Patient Days (Observations) | 1,376 |
| Average Daily Census | 80 |
| Discharges | 7,219 |
| Adjusted Discharges | 15,541 |
| Average Length of Stay (Days) | 4.42 |
| Babies Delivered | 556 |
| Surgeries | 3,837 |
| Emergency Department Visits | 27,133 |

Summary Statement of Revenues & Expenses*

| Operating Revenue | Amount |
|-----------------------|-------------|
| Net Operating Revenue | 244,000,119 |

| Operating Expenses | Amount |
|---------------------------------|--------------------|
| Wages & Benefits | 113,877,800 |
| Supplies | 62,967,713 |
| Depreciation | 11,683,412 |
| Other Expenses | 62,198,607 |
| Total Operating Expenses | 250,727,532 |

| | |
|--------------------------------------|--------------------|
| Income (Loss) from Operations | (6,727,414) |
| Net Nonoperational Gains (Losses) | 1,767,001 |
| Revenue in Excess of Expenses | (4,960,412) |



**Bay Area
Hospital**

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bayareahospital.org