

2021
Annual
Report



Bassett Healthcare Network

INTRODUCTION: VISION



Mission

Improving the health of our patients and the well-being of our communities.



Vision

Through advanced integrated clinical services, education, and research, we aspire to be a model of excellence for health, creating remarkable patient experiences and better living.



Values

Courage

We embrace challenges and quickly develop innovative approaches to change.

We speak up and are heard when we have concerns or suggestions.

We display the highest levels of professionalism, integrity, respect, and personal responsibility.

Unity

We are role models of equity and inclusion in our organization and in our communities.

We embrace our diversity and are better because we are "different together."

We are One Bassett. We work across departments and organizations as one team.

We are strongly committed to the well-being of every caregiver and practitioner.

Excellence

We provide every patient with an exceptionally safe, high quality and positive experience.

We offer outstanding educational experiences for future health care professionals.

We conduct innovative research that leads to better care and health in our rural communities.

INTRODUCTION FROM DR. IBRAHIM AND DOUG HASTINGS

To Our Valued Communities and Partners,

Bassett Healthcare Network is in an exciting period of growth and opportunity. As our health system continues to integrate more deeply to better serve our patients and communities, we are embracing more than ever the richness of the history, unique qualities, and diverse clinical services that each of our individual entities offer.

Bassett Healthcare Network, a regional leader in health care that spans over eight counties in Central New York, is committed to our mission of improving the health of our patients and the well-being of our communities. We aim to be agile, resilient, and innovative. In the rapidly changing industry of health care, we are growing and thriving as an independent health system that our family, friends, and neighbors can rely on. Despite the profound challenges our caregivers and practitioners have faced over the past couple of years - including the COVID-19 pandemic, workforce shortages, rural health care access issues, and cybersecurity threats - our values of courage, unity, and excellence continue to shine through the devoted care we provide every day.

Looking back on 2021, Bassett Healthcare Network's accomplishments and milestones have been significant. From our public health undertakings to vaccinate our communities, to further advancements in the rapidly expanding discipline of digital health and telemedicine, to a new strategic relationship with Optum, we're focused on delivering high-quality, convenient, and affordable health care to patients across Central New York. Our ability to care for people close to home is what drives our organization to continually grow, seize new opportunities, and strengthen our services so we can carry on this critical mission for many years to come.

Turn the pages and join us on our journey, where we will share with you Bassett Healthcare Network's mission, five-year tactical plan, and foundational pillars. Across each of our pillars, learn about some of our most treasured accomplishments of 2021, including key performance indicators. We are proud to share with you our measures of distinction and progress on Bassett's journey to becoming a nationally and internationally recognized integrated health care delivery system, known for its award-winning, innovative, and consumer-oriented clinical services and top-decile quality outcomes.

Our patients are at the center of everything we do, and our caregivers and practitioners are the key to our success, and each person plays an important role in achieving our vision to position Bassett as a national and international model of excellence for creating healthy rural communities.

We are privileged to serve you. Thank you for your trust in our care.

Wishing you good health and wellness,

Tommy and Doug



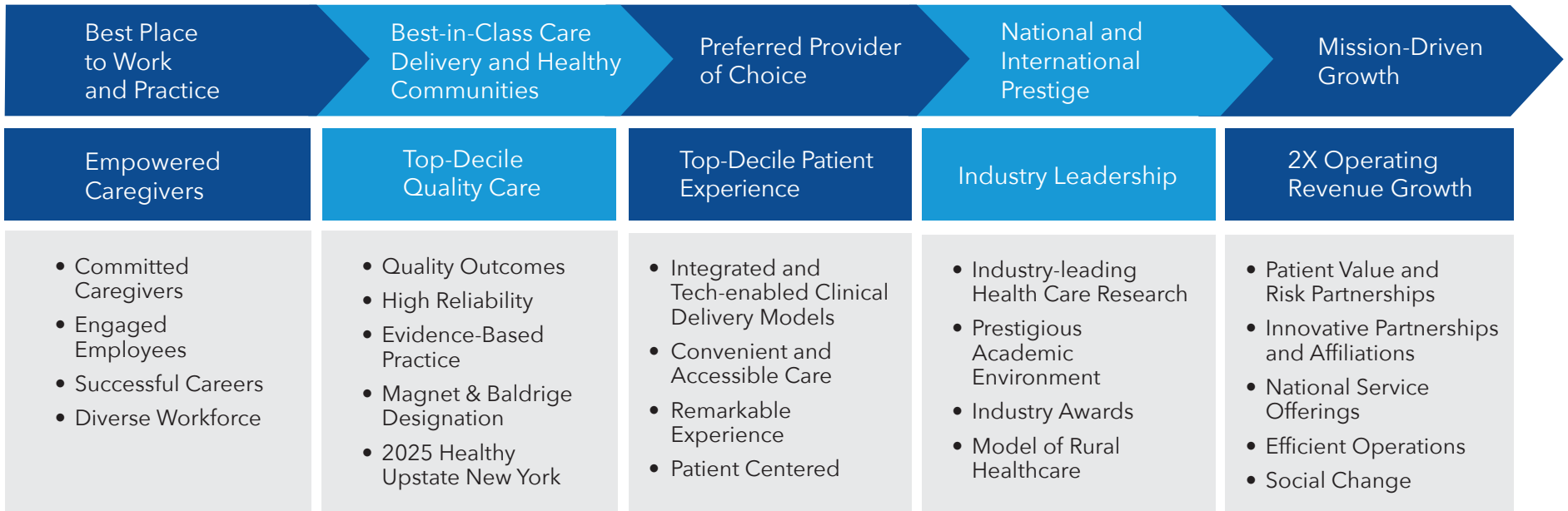
Tommy Ibrahim, MD, MHA
President & CEO
Bassett Healthcare Network



Doug Hastings
Board Chair
Bassett Healthcare Network

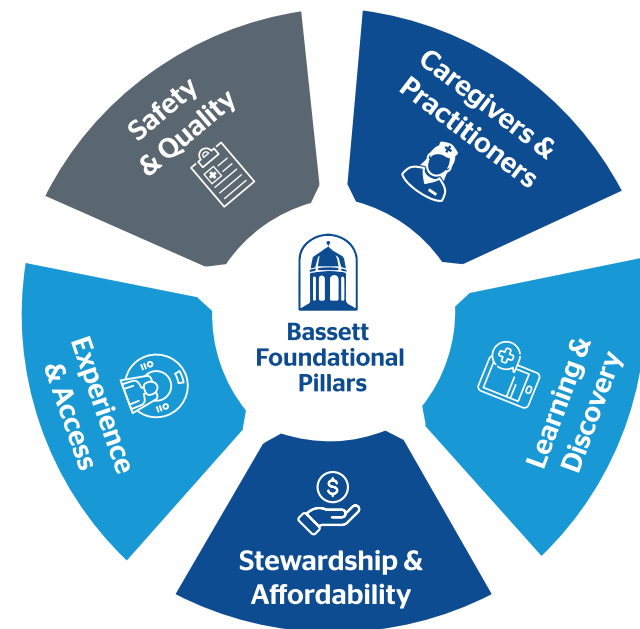
FIVE-YEAR PLAN: OUR GOALS FOR BASSETT 2025

Bassett Healthcare Network's tactical plans and foundational pillars are direct reflections of our mission and vision for the organization. Bassett is translating its priorities over a five-year period through an emphasis on new pillars that rally the entirety of our workforce around a common vision and strategic plan. 2021 was the first year on our journey.



FOUNDATIONAL PILLARS - HOW WE GET THERE

Bassett Healthcare Network's Foundational Pillars are inward-facing priorities on which our caregivers and practitioners are constantly focused. They are the foundation of our organization. We are pleased to present noteworthy accomplishments within each pillar in the year 2021.



CAREGIVERS & PRACTITIONERS

Our people are the single most important asset we have at Bassett Healthcare Network. Our aspiration is to engage and empower our people, thus positioning us to be the very best place to work and practice.



2021: Bassett lays the groundwork for implementing a network-wide Strongline staff safety system. Bassett stands out as one of the few health networks to provide this sort of system for all employees in all areas.



2021: Bassett raises Diversity, Equity and Inclusion (DEI) to a high network priority. This included creating a Network DEI Committee, setting measurable goals and beginning a national search for a Director of Diversity, Equity and Inclusion—a position filled in Spring 2022.



June 2021: Bassett is named a National Caring Science Affiliate System by Watson Caring Science Institute. In conjunction with this distinction, Bassett Medical Center opened a new Healing and Caring Room for its nurses.

CAREGIVERS & PRACTITIONERS



July 2021: Bassett increases the minimum wage across all its locations. This investment of over \$20 million into Bassett's workforce is the first step in a larger review to make Bassett's wages more equitable and competitive.



Fall 2021 and into 2022: Bassett begins a caregiver compensation review to ensure that all Bassett's pay rates are on pace with similar health systems. This review, along with planned periodic updates going forward, will ensure that Bassett employees receive the competitive market rates they deserve.



October 2021: Bassett receives the "Joy in Medicine" Recognition from the American Medical Association for Bassett's multi-pronged approach to address factors that contribute to clinician stress. This included the formation of the Clinician Peer Support Program of Central New York - the first of its kind in the United States.



Winter 2021: Bassett launches the Bassett Leadership Operating System to shape the network's culture. The BLOS clearly defines plans and goals while empowering caregivers and practitioners to share ideas, concerns and feedback through daily team huddles and lines of communication.

SAFETY & QUALITY

Our commitment to our patients and each other will position Bassett to become a top decile performer in all aspects of high reliability care and be the very best we know we can be for our communities.



2021: New communication channels allow Bassett to implement almost 1,400 new ideas. These ideas cover a wide range of areas, and many aim at increasing the safety of Bassett patients and caregivers.



2021: The Network's central line associated blood stream infection (CLABSI) rate for the year is 1.15 per 1,000 central line days. This is well below the year's goal of reducing rates by 10% - and even exceeds the five year goal of a 1.96.



2021: Bassett continues on its pursuit of a nursing Magnet designation. Bassett's nursing leaders continue to work closely with other network leaders to drive clinical transformation and develop and implement new patient care models and best practices.

SAFETY & QUALITY



2021: The Network's pressure ulcer rate is 0.40 per 1,000 discharges. This is already below the five-year top-decile goal of 0.65.



March 2021: Bassett Health-care Network Partners with New York State to staff mass vaccination clinic at SUNY Oneonta. In the largest coordinated public health operation the region has ever seen, the clinic operated 7 days a week and was capable of administering 1,000 doses of COVID-19 vaccine per day.



Spring 2021: Bassett improves prescription accuracy and safety by fully integrating its e-prescription system. As a result, the network received the SureScripts White Coat Award in October.



Fall 2021: Bassett expands its program to collect unneeded, unwanted or expired medications. In response to environmental and safety concerns, between 2021 and 2022 Bassett doubled its number of drug collection sites.

EXPERIENCE & ACCESS

Our care should result in a remarkable patient experience, regardless of our patients' financial, geographic or personal limitations.



2021: Bassett's Parental Support Program (PSP) integrates parent mental health support into pediatric offices. PSP will be bolstered by a grant from the Mother Cabrini Health Foundation in 2022.



Spring 2021: Bassett's School-Based Health Centers and Oneonta and Cooperstown pediatric clinics expand their telemedicine programs to include pulmonology. This is the next step in an ongoing effort to use telemedicine to connect young patients with specialists across the state.

EXPERIENCE & ACCESS



Spring & Summer 2021 and Beyond: Bassett's New York Center for Agricultural Medicine and Health (NYCAMH) provides farms with onsite vaccination clinics. This removed significant transportation, language and scheduling barriers for farm workers. Between first, second and booster doses, NYCAMH has provided over 630 vaccination shots—a number which continues to climb.



Spring - Fall 2021: Bassett develops and implements a new iRounds application that improves patient experience in real time by creating more meaningful interactions during their hospital admission. The application was built in Quarter 2, then went live in Quarters 3 and 4, resulting in almost 1,400 rounds being completed by December.



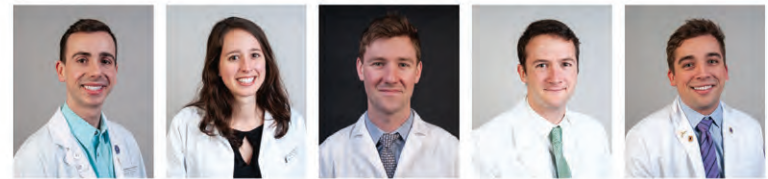
Winter 2021: Bassett's Pharmacy Department partners with facilities and disciplines around the network to provide thousands of COVID-19 vaccines at public clinics. These include clinics at Clark Sports Center, FoxCare Center, Oneonta Health Center, Bassett Family Medicine and Hamilton-Madison Health Center among others.

LEARNING & DISCOVERY

Bassett has deep roots in academics and research and must maintain this unique position through today's research and ongoing commitment to medical education, discovery, learning, and scientific advancement.



2021: Dr. David Strogatz of Bassett Research Institute serves on the National Clinical Care Commission. Created by Congress in 2017, the 24 member investigative committee produced the first national report on diabetes in nearly 50 years.



Matthew Adan

Jamie Aron

Devin Beecher

Alexander Bulteel

Samuel Burnim



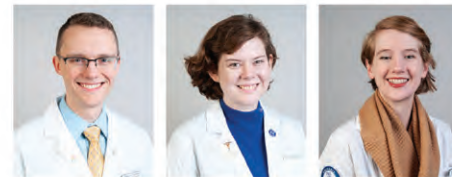
Kelsey Clayman

Joseph Cornett

Kerry Filtz

Liam Gallagher

Liam Heneghan



Kenneth Hubbell

Julie Huff

Martha Renn

2021 Columbia-Bassett Program Graduates

2021: The Columbia-Bassett Program graduates its 8th class of students. Built on the foundation of Bassett's 80+ year relationship with Columbia University, the Columbia-Bassett Program prepares med students for a future in rural health care. This class is particularly notable for its willingness to work through the pandemic.

LEARNING & DISCOVERY



June 2021: Bassett's Family Nurse Practitioner Residency Program doubles in size and expands to include two community clinics. The program, started in 2020, introduces new nurses to the complexities of rural practice.



September 2021: Bassett collaborates with Masonic Medical Research Institute to improve health. The new partnership with the Utica-based institute will advance research and improve health in Central NY and beyond.



Summer 2021: Dr. Samuel Badalian, chief of Obstetrics and Gynecology, receives a Fulbright US Scholar Award. The prestigious award covers the 2021-2022 academic year and sent Dr. Badalian to Armenia in the fall to establish a urogynecology program.



December 2021: Bassett's Nurse Residency Program is accredited by the American Nurses Credentialing Center. The designation as an Industry-Recognized Apprenticeship Program affirmed the program's value and will help with future recruitment.

STEWARDSHIP & AFFORDABILITY

Bassett is continually focusing on operational efficiency, improving financial performance, and creating more affordable health care for our patients and partners.



2021: Bassett Medical Center continues as a satellite of the Cooperstown Food Pantry. Addressing local food insecurity goes hand-in-hand with Bassett's mission as a health care provider since nutrition is the foundation of good health.



2021: Bassett breaks even financially, closing the \$50 million gap of the last three years.



2021: Bassett steps up its efforts to fight the opioid epidemic impacting its service area. Bassett makes naloxone available without a prescription at its outpatient pharmacies. Meanwhile, it also continues training and coaching network physicians on the use of buprenorphine to increase its patient accessibility.

STEWARDSHIP & AFFORDABILITY

Optum



Bassett Healthcare Network

May 2021: Bassett and Optum launch a strategic relationship, giving Bassett new operational capabilities and financial resiliency. In the landmark arrangement, Optum affordably provides Bassett with a broad scope of advanced non-clinical services, freeing the network's resources to invest in patient care.



Fall 2021: Innovations in Bassett's network supply chain lead to over \$6 million in savings. Supply shortages during the COVID-19 pandemic drove lasting improvements in Bassett's Supply Chain Service Center—an achievement recognized by an award from Vizient, Inc. in October.



December 2021: Bassett's earnings before interest, tax, depreciation and amortization (aka EBITDA) and operating margin both hit Bassett's 2021 goals.

FINANCIAL IMPACT ON COMMUNITY

Economic and Community Benefits



\$1,321,000,000
Economic activity



8,500
Jobs generated



\$443,000,000
Payroll expenditures



\$167,000,000
Tax dollars generated



\$59,000,000
Community benefits and investments

Patients Served in 2020

934,000
Outpatients provided care

59,000
People treated in the emergency room

12,000
People admitted to hospitals

1,000
Babies delivered

State and Federal Funding

57%

Reimbursement from Medicare and Medicaid

At this system, 77% of inpatient discharges and 63% of outpatient visits are covered by Medicare and Medicaid.

Source: Health Care Association of New York State (HANYS)

LEADERSHIP



Dr. Tommy Ibrahim
President & CEO



Jeff Joyner
Executive Vice
President
Chief Operating
Officer



Lisa Betrus
Senior Vice President
Chief Strategy &
Transformation Officer



Ben Everidge
Senior Vice President
Chief Development
Officer



Dr. Reginald Q. Knight
Senior Vice President
Chief Hospital Executive
A.O. Fox Hospital



Christine M. Pirri
Senior Vice President
Chief People &
Diversity Officer



Eric Stein
Senior Vice President
Chief Hospital
Executive
Critical Access
Hospitals



Paul Swinko
Senior Vice President
Chief Financial &
Administrative Officer



Paul L. Uhrig
Senior Vice President
Chief Legal &
Digital Health Officer

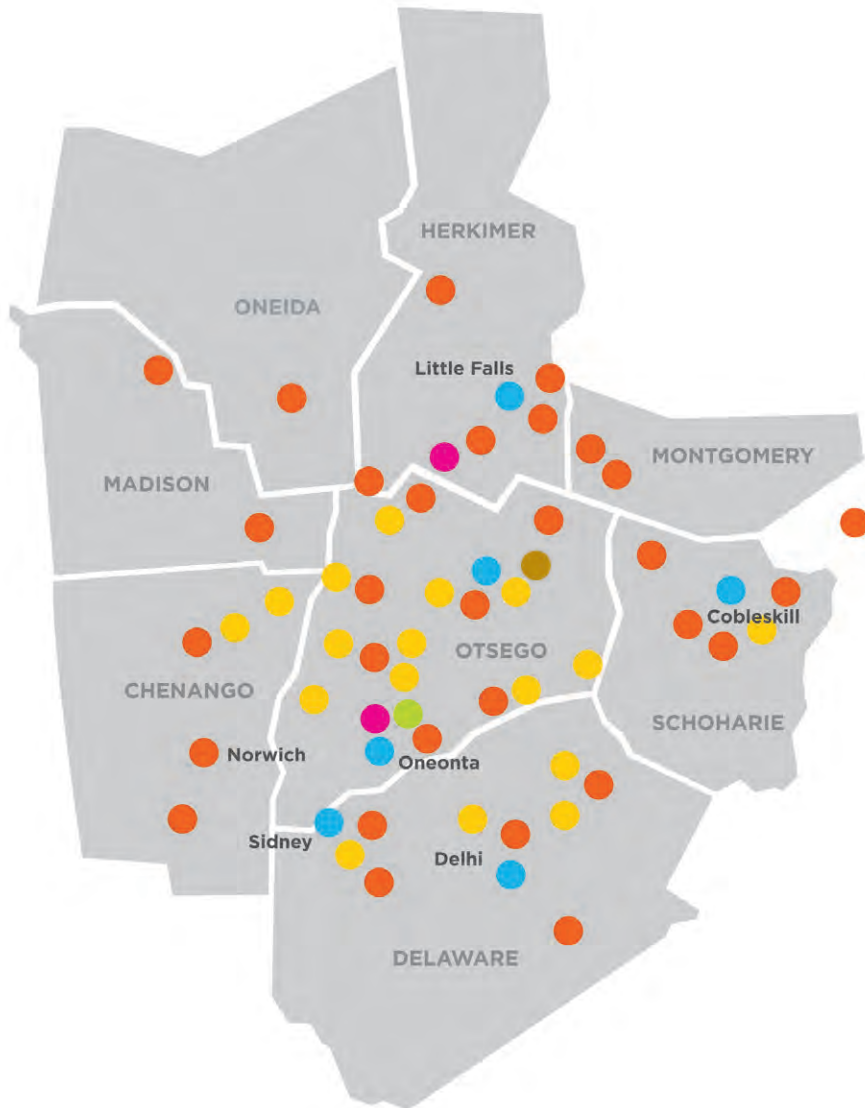


Dr. Henry Weil
Senior Vice President
Chief Clinical &
Academic Officer



Michael Thompson
Vice President
Chief of Staff &
Systems Improvement

NETWORK SERVICE LOCATIONS



Bassett Healthcare Network is an integrated health system that provides care and services to people living in a 5,600 square mile region in upstate New York. The organization includes five corporately affiliated hospitals, over two dozen community-based health centers, more than 20 school-based health centers, two skilled nursing facilities, and other health partners in related fields.

- Health Centers
- Hospitals
- School-Based Health Centers
- Durable Medical Equipment
- Home Health Agency
- Long-term Skilled Nursing & Rehabilitation



Bassett Healthcare Network

1 Atwell Rd., Cooperstown, NY 13326

1-800-BASSETT www.bassett.org