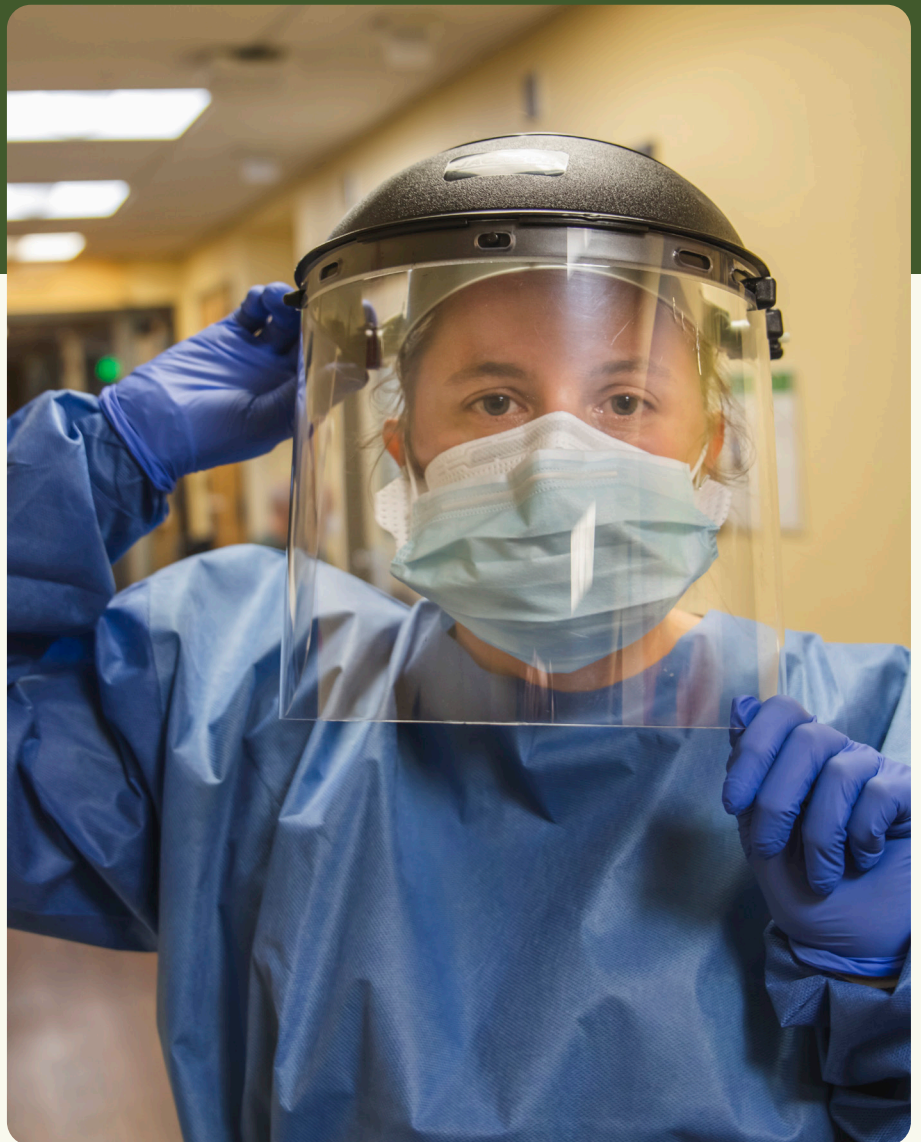


Annual Report 2021

A year in review

Looking back on another year of COVID-19





Inspiring gratitude

By Erik Thorsen, Chief Executive Officer

Many times over, the COVID-19 pandemic has reminded me how fortunate CMH is to have such an amazingly talented and resilient team of caregivers. It has been shown that practicing gratitude on a regular basis helps maintain a positive outlook and builds emotional strength. One of the highlights of 2021 was August 26, 2021. On that day, Astoria Mayor Bruce Jones issued a formal proclamation making August 26, 2021, Columbia Memorial Hospital Caregiver Appreciation Day. CMH and many community supporters gathered to celebrate the CMH health care heroes who work tirelessly to care for this community.

I wish to once again thank the CMH caregivers who worked at CMH during 2021. They are a dedicated group, and their perseverance through the last two years has been truly inspiring.

Although there are many I could list, here are a few other things I'm thankful for from 2021:

- **Getting the community vaccinated:** CMH caregivers were some of the first people in Clatsop County to receive their vaccines in late 2020/early 2021. Then, they volunteered to vaccinate the county – achieving a 63% full vaccination rate by the end of the year. We were glad to support that important effort.
- **Assistance from the National Guard:** Nearly 30 National Guard members uprooted their normal lives to work at CMH in the fall and winter while we experienced short-staffing. I am always thankful for those who serve with the military, and I know their help was greatly appreciated here.
- **The giving hearts of our CMH family:** With so many opportunities to give to our community through our jobs and other organizations, it's always encouraging to see the support offered to the Friendship Fund, United Way campaign and Christmas Baskets food drive. On top of that, in 2021, caregivers stepped up to take incentive shifts, offer new things like take home meals, and help each other through counseling and listening sessions. I can't say enough about our exceptional CMH team!

As you think back on last year and the pandemic, I hope you take time to remember what you're thankful for – it's good medicine for all of us. 2021 was another challenging year during the pandemic, but we saw so many instances of generosity, selflessness and compassion here at CMH. We look forward to the easing of the pandemic and getting closer to "normal" in 2022.



By the numbers

4.4/5

average provider
star rating

17

new providers

228

babies delivered

641

total employees

\$7.8m

in community financial outreach

\$2.7m

in charity care provided



Looking to a bright future

By Robert Holland, MD, PhD, CMH Board president

Following on the heels of last year, 2021 continued to be a trying time for hospitals throughout Oregon. Bed shortages, staffing challenges, illness, vaccine mandates, face masks and, above all, uncertainty, highlighted the year. The CMH management team stepped up again and did an outstanding job of maintaining flexibility in addressing each new issue, while along the way, maintaining the organization's financial stability.

Virtual meetings have become second-nature. The staff has mastered telehealth and put technology to work. Patient care and safety remain first in everyone's minds.

Leadership maintained an essential incident command center in times of crisis. Portions of the hospital were quickly changed to safely care for COVID patients. Partnering with the county and neighboring health care facilities, CMH helped provide COVID vaccines and testing for the community. Throughout the year, we were privileged to welcome seventeen new physicians and advanced practice practitioners.

While remaining an independent facility, the health of the North Coast has been augmented by our evolving partnership with OHSU. Our providers have increased access to specialty services, advice from new colleagues and the advantages that come from being close to state-of-the-art research.

Despite all the challenges of 2021, the Board of Trustees continues to look forward to bright potential for CMH. The not-too-distant future will see additional services added, major changes in the physical plant and increased resiliency with an eco-friendly environment. The Board remains dedicated to CMH being the leader in health care and wellness for the North Oregon Coast.

A resilient team

By Camilo Rosales, MD, CMH Board member, President of the Professional Staff

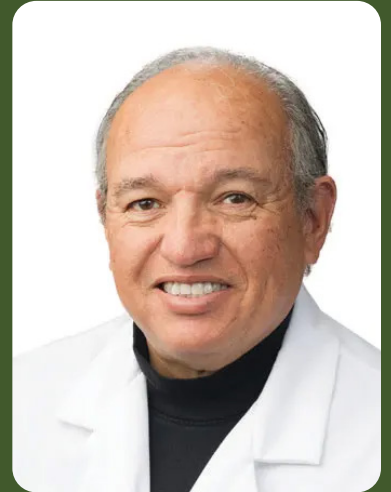
As the country reels from the COVID pandemic, I am proud of our providers for their continued attention to our patients' and community's needs. A prime example is Dr. Robert Holland, who briefly retired, but returned to offer temporary help with much-needed services in our Women's Center.

In 2021, Drs. Michael Lewis and Ramchander Madhavarapu became honorary members of the Professional Staff. Along with Dr. Holland, Dr. Hugh Sabahi announced his retirement. And, even though it technically happened the first week of 2022, Dr. Katherine Merrill also became an honorary member of the Professional Staff.

Our services continue to expand. Vascular surgery offerings allow more care for dialysis patients on the coast, requiring less travel for the creation of elective shunts and fistulas. As we actively recruit for a third orthopedist, we are well on our way to qualifying as a Level III Trauma Center.

Positioning our providers as OHSU employees was completed in July 2021. The partnership between CMH and OHSU's system is invaluable for our community. The input of OHSU's intensive care consultants during this pandemic has been extremely helpful in the management of COVID patients.

The pandemic has affected all aspects of care, causing significant strain on hospitals throughout the world. The resiliency of our staff was tested and found to be outstanding. I'm thankful to work with so many hardworking, caring providers on the Professional Staff at CMH.





Strength in partnerships

By Christopher Strear, MD, Chief Medical Officer

On July 1, 28 CMH-employed physicians, NPs, and PAs joined the emergency, cardiology and general surgery providers in becoming OHSU-employed. Since then, most new providers, including those in our radiology department, have joined CMH as OHSU employees, bringing our total to more than 60.

Partnering with OHSU has already helped with our recruiting efforts and affords our providers access to the professional support, quality and educational offerings that goes along with being a part of a large, academic institution. At the same time, they still enjoy the autonomy to practice rural medicine in a way that makes sense for our patients and our community.

Continuing care in a pandemic

In many ways, in the last year, we faced the same challenges as in 2020.

We started the year at the tail end of one COVID surge, saw the Delta variant tear through the state in early fall, started to emerge from Delta a couple of months later, only to end the year girding ourselves for Omicron. It's hard to remember the last time we could collectively take a breath (especially without our masks).

Through all of this, our providers have risen to the challenge time after time. We are routinely caring for sicker patients in greater numbers than ever before. COVID has demanded that we all raise our game, and we have continually met that demand. While it has been difficult, it has also been exciting to see how much more we are able to safely keep our patients in the community for their care. COVID has galvanized all of us — it has made us better providers, and ultimately, will allow us to serve our community in ways we never would have previously imagined.

But it will also be nice when we can finally take that breath.

112,439

clinic visits

1,826

inpatient visits

133,366

outpatient visits (excludes
Emergency and clinic visits)



Person-centered care in every interaction

By Nicole Williams, Chief Operations Officer

As a gold-certified Planetree hospital, we pride ourselves in providing exceptional, person-centered care in every interaction with patients. Although there were challenges presented by the pandemic in the last year, we continued to meet our commitment to patients even though it may have felt different than previous years.

CMH understands that to take excellent care of our patients, we need to also take care of our employees. In 2021, our Caregiver Support Task Force focused on initiatives that would provide the best work environment possible during a time that was emotionally and physically demanding. Some of these efforts included appreciation days/weeks devoted to celebrating our caregivers, resiliency kits and tools to help ease stress, free access to caregiver counseling support, and retention and incentive bonuses throughout the year. A new bargaining agreement with our largest group of union workers (SEIU) was secured in 2021 without issue and demonstrated our collaborative working relationship with our employees, despite facing the pandemic.

A better patient experience

Improving the patient experience remained a top priority for CMH in 2021. We recruited four new Primary Care providers, a new orthopedic surgeon, a pediatrician for our Seaside Clinic and a new team of radiologists. Our CMH-OHSU Health Medical Group, which includes 12 clinics, received the highest patient satisfaction scores in 2021. In addition to all the improvements in the clinics, CMH also made significant investments across the organization in behavioral health services. Other improvements made in 2021 include all-new hospital beds and the expansion of telehealth services offered to our patients.

Some of the restrictions caused by the pandemic and the need to keep our patients and caregivers safe did result in frustrations experienced by patients and their loved ones. The good news is that we anticipate 2022 will feel more normal, and those restrictions that were in place in 2021 will be lifted to allow for more visitors, warm cookies, pet visits and those other Planetree amenities that our community expects at our hospital.





Meeting patients' needs

By Judy Geiger, Vice President of Patient Care Services

In late 2020, CMH was surveyed by our accrediting body, the Healthcare Facilities Accreditation Program (HFAP). In 2021, we were given a full three-year accreditation. HFAP, which is now the Accreditation Commission for Health Care (ACHC), is an organization that is certified by the Centers for Medicare and Medicaid Services to ensure hospitals caring for Medicare patients meet patient safety and quality requirements.

There are hundreds of regulations that we are required to meet. Our team works constantly to guarantee we have processes in place to meet those regulations. We are proud to be fully accredited by ACHC.

The area of biggest need

One area that CMH has invested in heavily over the past several years is behavioral health. The pandemic has been extremely hard on individuals with mental health challenges. There may never be enough resources to adequately support all patients needing behavioral health services, but CMH is committed to our part in improving them.

Over the past few years, we have added several social workers to our team. Social workers provide care throughout our organization, including in the Emergency Department, Primary Care Clinics, Specialty Care Clinics and to patients in the hospital. Our licensed clinical social workers (LCSWs) provide psychotherapy to patients, along with many other facets of support. Psychotherapy is a much-needed service.

Between 2020 and 2021, the number of psychotherapy visits our LCSWs have provided has doubled or tripled in our clinics. In 2022, CMH will welcome a mental health nurse practitioner as one of our medical providers. This nurse practitioner will support our Primary Care providers and the patients they serve with mental health issues.





Increasing patient satisfaction with improved Radiology services

By Jarrod Karnofski, Vice President of Ancillary and Support Services

For more than 10 years, CMH partnered with Pacific Coast Imaging (PCI), a private radiology practice in Astoria, to offer on-site imaging services for patients. Dr. Houman Sabahi, who retired in the last year, as well as Dr. Ali Batouli and Dr. Bill Armington, were longtime providers for radiology reads and procedures. Virtual Radiology (V-Rad) covered after-hours, weekend and holiday reads (and still does, for the time being).

Because of this, patients received two bills for imaging visits – one from CMH for the technical fee and one from PCI or V-Rad for professional reading. This often led to patient confusion and dissatisfaction.

In early 2019, interventional radiologist Dr. Kenneth Kolbeck joined CMH from the Dotter Institute at Oregon Health & Science University (OHSU), here for a short time each week for interventional procedures and clinic visits. Because of his expertise, CMH can offer more advanced interventional radiology procedures in Astoria. These include port-a-cath placements and various internal organ biopsy, drain placement and cryoablation procedures.

CMH decided to transition radiology services in-house through a partnership with OHSU in 2020. In July 2021, the integration with OHSU was made official with the hiring of full-time radiologist, Dr. Robert Leatherman. Dr. Kolbeck is also now full-time and the medical director of imaging at CMH. Other OHSU radiologists in Portland help by reading PET/CT exams formerly covered by V-Rad.

Having skilled radiologists here in Astoria allows for more timely access to procedures. In all situations, patients receive just one bill, offering more satisfaction and less frustration. There is a stronger affiliation between CMH and OHSU's imaging departments, in addition to better integration with the radiologists and our professional staff.

With the new group in place, we saw an increase in volume almost immediately. Procedures are more timely, and provider referrals have increased. We have grown from an average of 3,150 patients per month to 3,300, with an increase in examinations of over 300 per month. A third full-time provider, Dr. Al Pakalniskis, joins the team in July 2022, and we will continue recruiting for a fourth radiologist.





Investing in our community

By Zach Schmitt, Chief Financial Officer

For nearly 100 years, CMH has been a part of the North Oregon Coast community. In line with our mission to enhance the health of those we serve, we take pride in caring for our community through financial outreach and the provision of charity care.

In 2021, CMH led the charge to provide COVID vaccinations to Clatsop County, initiating and staffing many mass-vaccination clinics. In addition, the hospital assisted with COVID testing and treatment options, providing staff to ensure local needs were met.

In an effort to support education and the health care industry, as well as alleviate an ongoing nursing shortage, CMH pledged an \$80,000 gift annually to Clatsop Community College. The gift provides salary support for a nursing instructor.

At the hospital, we focused on expanding key service lines. Additional space was leased in the Park Medical Building to allow the Rehab Department to increase services and relieve space constraints in the Pavilion. A remodel of the Specialty Clinic resulted in an additional procedure room, allowing our urologists the space to perform more in-office procedures. Renovations to the Professional Office Building at CMH were started, which will allow the Cardiology Clinic to expand that department and services.

In total, last year, CMH contributed \$7.8 million in financial outreach to the community and provided \$2.7 million in charity care. From care at the bedside to sharing our resources and time, we are glad to be a helping hand for the community.





Strategically planning for the future

By Chris Laman, PharmD, Vice President of Strategy

Below are the initiatives of the Columbia Memorial Hospital Strategic Plan:

- Become the regional leader in rural health care
- Provide the highest quality, safest care of any health care organization
- Enhance the patient and caregiver experience
- Assure long-term financial health
- Develop a system for population health management

Strategic plans exist to guide organizations through difficult times, when it is challenging to know what to do or where to go. Over the last two years, following our plan has helped CMH navigate through the COVID storm. The pandemic placed more pressure on the health care system in our region than anything before it.

As the regional leader in health care, CMH was here to meet the challenge. This year, CMH led collaborations among all the health care organizations and many community-based organizations in our county to provide the care that was needed. From testing, vaccinations and information, you could trust that CMH was there to provide the safest care for our patients.

CMH is now helping organize community partnerships working on childcare, homelessness and mental health in the county. These are the big issues our community faces, and CMH is at the table, playing a role in how they will be solved.

Articles in this document illustrate how we have moved forward with our other parts of our plan. Nicole Williams, COO, highlights how CMH has enhanced the patient and caregiver experience. Zach Schmitt, CFO, shows we have made investments in our community. These achievements would not be possible without a plan.

In 2022, CMH will engage with our caregivers and the community to develop a new strategic plan. This plan will guide our organization for the next five years as we continue to grow to meet the needs of our region. While we can't predict what the future will bring, with a solid plan, we can make the next five years as successful as the previous five have been.

1,997

CMH caregivers held more than 20 COVID-19 vaccination events for health care workers and first responders, giving nearly 2,000 shots.

655

COVID-19 vaccines provided to pediatric patients at CMH vaccination clinics in November and December.

63%

of Clatsop County considered fully vaccinated at the end of 2021. Getting the public vaccinated would not have been possible in Clatsop County without the support of CMH.

‘Caring for this community is our calling’

By Gina Mysliwiec, MD, Emergency Department Medical Director

Recently, I called Virtual Radiology, our off-hours radiology provider, to discuss a report. I asked the radiologist if the patient’s appearance could be consistent with another specific diagnosis. She told me that her shift was over, and she didn’t know the answer. I told her my shift was over, too, and my goal was to figure out who the next person to see the patient should be and when.



When I asked if she could route me to an on-shift radiologist, she took a deep breath. Then she spent the next 10 minutes on the phone with me, and at the end of the conversation, I told her it was the most stimulating and interesting discussion I had the entire shift. We had both overcome adversity, and the result was a collaboration that led to better patient care. She thanked me for calling and told me the conversation had been the best part of a long hard day. The same was true for me. The people we work with make our jobs even better than simply worth doing.

Responding to crises

Something I have noticed over the past two years is that even the most resilient people are having difficulty managing negativity. Patience is wearing thin. One crisis has turned into many crises. And, the time that passes in between crises is not sufficient to allow the distance and reflection needed – first, to solidify the lessons learned, and second, to recover psychologically from the trauma of the crisis. One’s ability to respond to each successive crisis necessarily becomes less, even for those with well-developed coping strategies and attention to wellness.

My analogy for this is the cardiac compressions of CPR. Push hard, push fast, but you must allow for full recoil of the chest wall. If the chest isn’t allowed to expand again in between compressions, the heart can’t refill with blood, and the subsequent compressions won’t circulate much blood at all.

So, when your life or work consists of crisis after crisis, and the people you rely on to help you do the best job have all been running their own marathons for two years or more, how do you have the best possible interaction? I can’t control anyone’s actions but my own. So what tools do I have to work with? How can I make a positive impact with just the qualities and skills I have in that moment?

13,192

visits to the Emergency Department

13,604

visits to the Urgent Care Clinics

Working together

I've learned that making choices based on quick assumptions can close off options that might otherwise remain open to me. We must try to remain optimistic that more can be done if we remember that we are all members of a larger team, and a team member might have helpful advice or a different perspective on the issue we are facing.

This past year, the CMH Emergency Department saw an increase in patients as people were more comfortable coming in for their emergent medical problems. As always, staff and providers worked hard to care for the sick and injured people in our community — and they did it with pandemic and other safety restrictions in place.

Caring for this community is our calling. Our dedication to our patients has helped us continue to be resilient despite the stress and strain placed on us by the long COVID-19 pandemic. We are in awe of our patients, whose patience, kindness and understanding have been an inspiration as we work to keep stress in perspective and rebound from another long year.

Collaboration and resilience go hand-in-hand. Help us care for you as we care for each other.





Building a strong foundation

By Mark Kujala, Director, CMH Foundation

As a not-for-profit hospital, CMH relies on financial support from our community. Gifts fund new, innovative technologies and programs, expanding our health services to meet the growing health care needs in our region. In 2021, there were lots of highlights for the Foundation as it worked to support our team of health care providers and caregivers.

Last year, the Foundation fund balances reflected net gains. We were successful in reducing outstanding short and long-term pledges from a previous balance of nearly \$60,000 to just over \$16,000 at year's end. The Foundation stayed on budget, did not hire any additional staff and ran successful campaigns for the Friendship Fund, Arm-in-Arm Fund and United Way.

The Friendship Fund, which is an account for caregivers facing emergent needs, increased its balance by \$13,665 over the past year. The fund helped 13 caregivers, giving more than \$11,000 to help in their time of need. Four new members joined the Friendship Fund Committee, which governs the fund, and they helped improve the turnaround time for requests.

We ran an Arm-in-Arm fundraising campaign through radio ads, social media and newspaper interviews, increasing the balance by more than \$10,000. Thirteen patients undergoing treatment at the CMH-OHSU Knight Cancer Collaborative received \$6,082 in Arm-in-Arm funding primarily for lodging, transportation or utility expenses. Another 12 patients received transportation assistance through an American Cancer Society grant. Additionally, we assisted one hospice patient who needed lodging and another who had outstanding utility bills.

Childcare continued to be a focus, and the Foundation worked to find placement for caregivers' families in Astoria, Warrenton and Gearhart. We worked with the Astoria School District to establish a cohort at Gray School for the children of CMH caregivers. The caregiver childcare stipend was re-established, and CMH made a financial contribution to Astoria's Lil' Sprouts facility. CMH continues to participate on the Clatsop County Childcare Task Force.

Sixteen Circle of Care Awards were presented to caregivers throughout the organization. The awards acknowledge caregivers or providers who go above and beyond in caring for a patient.

In 2022, we'll be launching a capital campaign and the Diamond Derby signature event. Stay tuned!

