### Leading Healthcare in Oswego County | 2019-2020















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OUR COMMUNITY. OUR PRIORITY.





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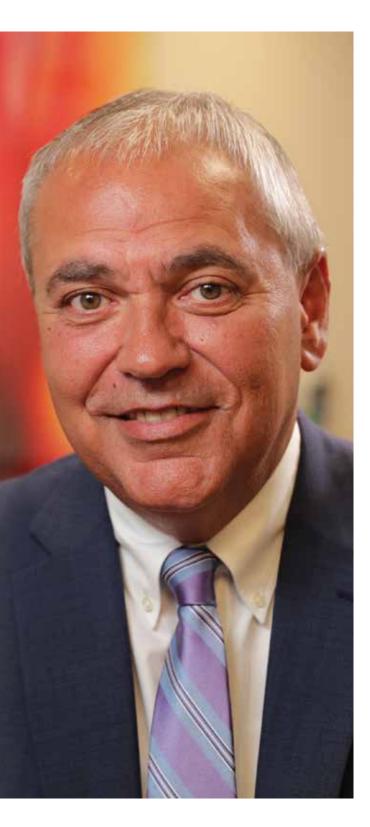




### A LETTER TO THE COMMUNITY

# THE IMPACT OF LOCAL HEALTHCARE

Michael Harlovic, President and CEO of Oswego Health



This past year has certainly been unchartered territory for everyone. Each of us has had to work harder, smarter, and collaborate in ways like never before.

I knew when I joined Oswego Health four years ago that I would be working alongside some of the most talented and compassionate employees in the area. But it wasn't until this unfortunate pandemic, did I see truly who I was working with. I witnessed firsthand, employees at all levels stepping up to help our community. There was no playbook for this virus. We knew as a team we had to collaborate, and the community rose to this challenge with us. Policies and procedures needed to be amended, round-the-clock cleaning, sanitation, and reinforced training like we've never seen before, forged strong relationships with other providers, schools, and employers.

This pandemic certainly has changed the healthcare landscape nationally, however, there is an unwavering truth that keeps us motivated through these trying times and that is that we are a part of a compassionate, strong, and resilient community with a collective desire to help.

With a year marked by tragedy, sickness, and setbacks, the end of the pandemic finally appears in sight as our staff and community continue to be vaccinated.

I could not be prouder of the entire team here at Oswego Health as we rose to the challenge and met all obstacles with innovation, hard work, and success.

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# OUR LEADERSHIP

Oswego Health Senior Leadership



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Michael Backus Executive Vice President & Chief Operating Officer



Marquand Brown Vice President of Human Resources



Eric Campbell Chief Financial Officer



Valerie Favata Vice President & Chief Nursing Officer

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Seneca Hill

Chief Operating Officer

The Manor at Seneca

Hill & Springside at



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Barry Ryle Chief Information Officer



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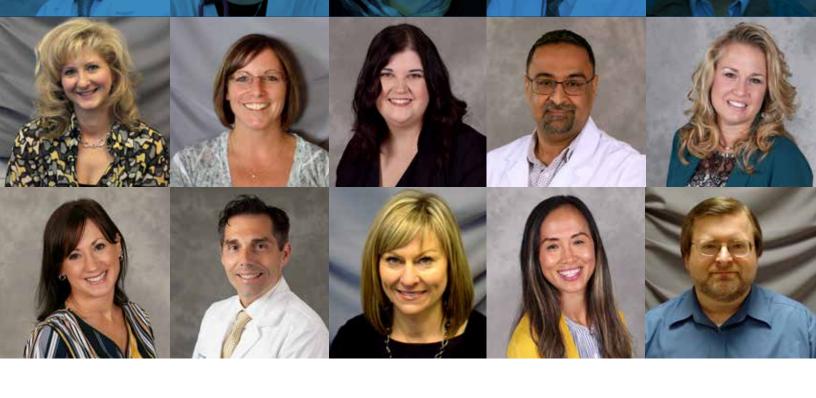
Ellen Holst Past Chair



Ron Tascarella



# WE ARE OSWEGO HEALTH



We are your neighbors - your friends and your family - and we are dedicated to providing exceptional healthcare services right here in our community.

Oswego Health is more than just a hospital in Oswego. We offer premium healthcare services, including two urgent care facilities in Fulton and Central Square, lab stations, and medical imaging sites. Additionally, we offer skilled nursing, home health, and primary care services, along with employing specialists in breast care, cardiology, ENT, gastrology, physical therapy, urology, mental health, orthopedics, and so much more.

Our highly trained specialists at Oswego Health are here when our community needs them.









Five-Star Quality Rated by Centers for Medicare and Medicaid Services





# RESPONDING TO THE PANDEMIC

On January 30, 2020, The World Health Organization (WHO) announced a global health emergency because of a new strain of coronavirus originating in Wuhan, China (the "COVID-19 outbreak") and the risks to the international community as the virus spread globally beyond its point of origin.

On January 31, 2020, Oswego Health immediately began implementing measures to address and prepare for the challenges that we would be faced with. During the week of February 3, we began screening Emergency Room and Urgent Care patients based on the Department of Health and Centers for Disease Control recommendations.

In March 2020, The WHO classified the COVID-19 outbreak as a pandemic, based on the rapid increase in exposure globally. In New York State, Governor Andrew Cuomo issued his first executive order declaring a State of Emergency. In subsequent months, he would issue several more executive orders ordering nonessential state workers to begin working from home, closing all schools, gyms, movie theaters, casinos and parks, issuing a stay at home order, suspending all visitors to nursing homes and hospitals, ceasing elective surgery procedures and calling for all hospitals in New York State to submit a surge plan to increase bed capacity by 50%. Oswego Health complied with all requirements by Governor Cuomo, the Department of Health and the CDC. Oswego Health submitted a surge plan and was granted

approval by the Department of Health for an 8 bed Skilled Nursing Facility within the hospital to care for discharged COVID-19 patients. The pandemic had a significant impact on our volumes, not only surgeries, but inpatient and outpatient. The full impact of the COVID-19 pandemic continues to evolve as of the date of this report. Management is actively monitoring the impact of the global situation on our financial condition, operations, suppliers, industry, and workforce.

Oswego Health continued to manage the COVID-19 pandemic throughout the year and continued to comply with all requirements by Governor Cuomo, the Department of Health and the CDC. Oswego Health provided COVID testing for our community; testing a total of 43,675 people.

The COVID-19 vaccine became available in the United States late 2020 and Oswego Health received its first allocation of the Moderna vaccine in December 2020 for distribution to front line workers and the elderly population. As guidelines for administering the vaccine opened up to the community, Oswego Health held public clinics as we received additional allocations of the vaccine.

Oswego Hospital was recognized by Governor Cuomo early in the vaccine process, when state records showed the facility was keeping pace with vaccine distribution at 99 percent — good enough for best in New York state.

### **43,675** COVID Tests



**99%** Vaccine Distribution

\*Based on 2020 data



Dr. Duane Tull, Oswego Health's Chief Medical Officer, said at the time, "I am very proud of our staff for setting up our vaccination clinic quickly and efficiently and am thankful for the response we have had allowing us to nearly completely utilize the vaccine allocated to us."

Oswego Health's nurses, physicians, staff and management team remained diligent throughout the peak of cases of COVID in 2020, and we quickly became a leader in the community, a trusted partner and collaborator in the County, and HUB of information. Our response was quick and our implementation plan for our COVID testing shed, triage tent, telemedicine, and safety protocols were all instrumental in managing and minimizing our cases in the County. And, while we were faced with hard decisions with regard to furloughs, closing our surgery center, and reallocating staff as needed, everyone remained positive and willing to work together.

# LEADING HEALTHCARE IN OSWEGO COUNTY

Oswego Health continued their longstanding role as the leader in healthcare in Oswego County and Central New York throughout the past year.





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No matter what medical emergencies, routine checkups, surgeries or wellness needs, Oswego Health was there for the community with a complete healthcare system that patients could count on, *Right at Home.* 

Oswego Health's scope and reach goes far beyond our 164-bed community hospital in Oswego, and we provide care throughout the entire county, including two urgent care facilities in Fulton and Central Square, lab stations, specialists in cardiology, gastro, behavioral health, colorectal, breast care, audiology, bariatrics, radiation, oncology, physical therapy, urology, ENT, primary care and orthopedics.

Our healthcare system also operates The Manorat Seneca Hill, a skilled nursing facility that provides complete rehabilitation services; Springside at Seneca Hill, an independent retirement community and Oswego Health Home Care, the only hospital-based certified home health care agency in Oswego County.

Throughout 2020, Oswego Health continuously adapted to meet the needs of this community with its response to the global COVID pandemic. Oswego Health implemented all new measures and protocols throughout its practices, to ensure our patients were safe and that everyone received the care they required.

Oswego Health responded and reacted quickly to the crisis and implemented a plan that provided reassurance to community and civic leaders as we navigated this health crisis.

Oswego Health was honored with the "Community Investor Award" at the 2021 Greater Oswego Fulton Chamber of Commerce's Annual meeting in March 2021. This award is given to organizations who have provided a substantial investment and commitment to the improvement of the communities of Oswego County. The GOFCC honored Oswego Health with the award for our undeniable impact in 2020 for being a true leader and resource throughout the COVID pandemic, all while expanding the system and opening Lakeview Center for Mental Health.

That commitment to high-quality, compassionate, personalized healthcare always remains the same.

# REVOLUTIONIZING HEALTH CARE

Despite the challenges of COVID in 2020, Oswego Health continued its advancements across our healthcare system in Oswego County. These enhancements and recognitions continue to show Oswego Health's commitment to providing exceptional, local healthcare.

### Key accomplishments in 2019

- The Center for Orthopedic Care at the Fulton Medical Center opened in March 2019, enabling area residents to receive the best orthopedic care and services locally.
- Through the NYS Department of Environmental Conservation's pharmaceutical take-back program, the hospital installed a secure medication collection box, where community members can place their unwanted and unused medications.
- Partnering with the Oswego County Health Department in an effort to prevent Type 2 diabetes, Oswego Health offered the community a proven program called PreventT2. This year long program is guided by trained lifestyle coaches and participants learn the skills they need to make lasting changes such as losing a modest amount of weight, being more physically active, and managing stress.
- University Hill Gastroenterology Associates, located in Suite 400 of the Seneca Hill Health Services Center, officially became part of the health system as the Center for Gastroenterology and Metabolic Diseases on July 22nd.

- Oswego County Urology Services, located at 17 S. 1st Street, Fulton, officially became part of the health system as the Center for Urology and Kidney Diseases in May 2019.
- Orthopedic surgeons from the Center for Orthopedic Care at Oswego Health are the only surgeons in Oswego County to bring roboticallyassisted knee arthroplasty to the surgery center. The NAVIO<sup>™</sup> Surgical System incorporates handheld robotics and 3D images of the patient's knee. This allows the surgeon to collect patientspecific information, establish spatial boundaries for the surgical instrument, and allow for more accuracy removing the damaged surfaces of the knee.
- The Fulton Behavioral Health Services location moved from 501 ½ South Second Street on December 20, 2019 to the Fulton Medical Office Building at 522 S. Fourth Street. This location will offer the same care, with the same providers but in a larger location, providing Oswego Health with a larger capacity to serve the needs of the community.



- The Manor and Springside celebrated their 20th anniversary at the Seneca Hill Health Campus on September 12, 2019.
- Launched a brand new RN tuition assistance program to help with recruitment and retention efforts.
- The Center for Audiology moved to Fulton at the Advanced Medical Services building located at 98 N. 2nd Street, Suite 102. This new location offers comprehensive hearing evaluations and amplification services for all ages.
- The Center for Wound Healing at Oswego Health was recognized with Healogics Center of Distinction Award. The center, which opened in July 2017, was presented the prestigious award as it achieved outstanding clinical outcomes during the past 12 months, which include a patient satisfaction rating of more than 92 percent and a wound healing rate of 91 percent or higher within 30 median days to heal.

- Oswego Health continues to invest in recruiting the best providers possible to Oswego County including adding the following in 2019 to the healthcare system:
  - Two new primary care physicians joined Primecare Medical Practice in Fulton including, Meaghan Primm, MD and Andrew Rogall MD.
  - Center for Weight Loss and Surgery welcomed Nurse Practitioner Marilyn Buckley
  - Center for Orthopedic Care welcomed surgeon Michael Diaz, DO
  - Behavioral Health Services welcomed Family Nurse Practitioner, Lorna Forbes
  - Hospitalist team welcomed Pio Oliverio, MD
  - Maternity Center welcomed Pediatric NP Dorothy Slater
  - Occupational Health welcomed Cindy Jeffries, FNP

### Key accomplishments in 2020

- Construction was finalized on the new Lakeview Center for Mental Health and Wellness. system The healthcare renovated and transformed 42,000 square feet of a former grocery store, to feature 32 inpatient beds. Patients will find the new location offers a warm, welcoming, soothing, and healing environment includes secure outdoor that spaces, comfortable interior areas, and a kitchen area. Also, to assist those that utilize these services become healthier overall, primary care services are available onsite. This transformational mental health care offering is in response to a current, silent epidemic of those suffering with underfunded and inadequate services.
- At the very start of 2020, Oswego Health embarked modernizing its inpatient care with the complete renovation of its Medical-Surgical Unit. However, like many things that were impacted due to the pandemic, construction was forced to stop, as the need for critical patient beds increased in the event of a surge. With the decrease of COVID-19 hospitalized patients, Oswego Health has resumed construction and by the end of 2021, the third and fourth floors of

Oswego Hospital will be completely renovated. Once complete, there will be 41 private rooms and 4 semi-private rooms. Each floor will provide comfortable areas for family members to gather and immediate and convenient access to care staff. In addition, each patient room will be equipped with a new HVAC filtration system purchased through HealthWay Family of Brands that will greatly improve the indoor air quality within the patient rooms. Indigo-Clean, a new light technology will be installed in each patient bathroom to continuously disinfect the surfaces within the bathroom area. The technology is known to reduce pathogens by nearly 99% creating a greatly reduced chance of hospitalacquired infection and better patient outcome.

Oswego Health was awarded for five years in a row, the Healthgrades Patient Safety Excellence Award.<sup>™</sup> This distinction places Oswego Hospital among the top 5% of all short-term acute care hospitals reporting patient safety data as evaluated by Healthgrades, the leading resource that connects consumers, physicians and health systems.





### TOP 5% IN THE NATION FOR PATIENT SAFETY!

- Oswego Health became a 5-star recipient for C-Section Delivery as recognized by Healthgrades, the leading online resource for information about physicians and hospitals. This 5-star rating indicates that Oswego Hospital's clinical outcomes are statistically significantly better than expected for C-Section delivery.
- The Center for Wound Healing at Oswego Health was the recipient of the 2019 Healogics Robert A. Warriner, III Clinical Excellence Award. This is a prestigious honor by Healogics, the nation's largest provider of advanced wound care services. In addition, they received the National President's Circle Award for Clinical Excellence in patient satisfaction and clinical outcomes.
- The emergency room at Oswego Hospital was renovated to include a pediatric friendly room to accommodate the hospital's youngest emergency department patients.
- Oswego Health hired Michael C. Backus as their new Executive Vice President & Chief Operating Officer.
- Oswego Health welcomed experienced orthopedic surgeon, Kamaljeet Singh Banga, MD, to its medical staff. Dr. Banga joins the Center for Orthopedic Care team where he will practice with experienced and talented John Ayres, MD, and Michael Diaz, DO.
- Oswego Health welcomed experienced bariatric surgeon Taewan Kim, MD, to the Center for Weight Loss & Surgery.



# OSWEGO HEALTH BY THE NUMBERS

## 2019

Employees1,302Medical Staff278Patients Admitted4,887Discharges Oswego Hospital & Behavioral HealthAverage Length of Stay:4 days4th Floor & ICU	
Patients Admitted   4,887     Discharges Oswego Hospital & Behavioral Health     Average Length of Stay:   4 days	
Discharges Oswego Hospital & Behavioral Health Average Length of Stay: 4 days	
Average Length of Stay: 4 days	
ER Visits – total: 27,830	
Births:       508       Supply Purchase	
Surgical Patients: 6,226	
Urgent Care Visits:	
Central Square Medical Center: 12,962 Employer I \$119,534,00	
Fulton Medical Center: 18,298	
Laboratory Tests – all sites: 844,514	
Medical Imaging – all sites: 87,319	
Behavioral health Services Visits: 33,939 Outpatient Visits: 351,853	
Therapy Visits: 24,048	
Physician Occupational Speech TOTAL TAX IMPACT	
Home Care Admissions: 1,275	
Manor Occupancy: 97% Annual	
Springside Occupancy: 97% Property Taxes	
\$4,727,000 State Inco	 mo Tay
OPERATING DEFICIT       \$(5,153,000)         Total Operating Expenses       \$146,903,000         Total Operating Revenue       \$141,760,000         Non-Compensated Care       \$11,045,987         Charity Care       \$460,592         Uninsured       \$1,500,980	
Medicare \$2,955,443 State Sale	s Tax
Medicale       \$2,933,443         Medicaid       \$4,770,273         Local Sales Tax       \$3,060,00         \$3,275,000	

Oswego Health is one of the largest private employers in Oswego County, making it a major and critical contributor to the area's economy. As a result of this impact, Oswego Health provides a significant economic benefit to the area. Every dollar spent by the health system and its employees creates jobs and the demand for more services within the community.

This financial report, prepared with assistance from the Healthcare Association of New York State (HANYS), identifies and measures the direct involvement of Oswego Health on the local economy. It further demonstrates the 'ripple' effect of the dollars the healthcare sector brings into the community as well as the jobs it helps create.

### 2020

TOTAL ASSETS Endowments	<b>\$174,288,000</b> \$6,722,000	TOTAL ECONOMIC IMPACT \$241,034,000
Employees Medical Staff	1,263 251	Capital Spending
Patients Admitted	4,643	\$31,791,000
Discharges Oswego Hospital & Beh	•	
Average Length of Stay: 4th Floor & ICU	4 days	
ER Visits - total:	23,415 -	upply Purchase
Births:	439 <sub>\$</sub>	85,808,000
Surgical Patients:	4,841	
Urgent Care Visits:		Employer Impact
Central Square Medical Center:	10,625	\$123,435,000
Fulton Medical Center: Laboratory Tests - all sites:	14,955 839,517	
COVID-19 Tests:	162,010	
Medical Imaging – all sites:	78,869	
Behavioral health Services Visits:	39,957	
Outpatient Visits:	343,209	
Therapy Visits:	17,733	TOTAL TAX IMPACT \$15,688,000
Physician, Occupational, Speech		
Home Care Admissions:	1,412	
Manor Occupancy:	92.57% Annual	Property Taxes \$4,727,000
Springside Occupancy:	100%	State Income Tax
OPERATING SURPLUS	\$2,980,000	\$4,419,000
Total Operating Expenses	\$147,845,000	
Total Operating Revenue	\$150,825,000	
Non-Compensated Care	\$11,045,987	
Charity Care	\$316,332	
Uninsured	\$1,659,221	Local Sales Tax \$3,160,000
Medicare	\$3,266,006	\$3,382,000
Medicaid	\$5,804,428	

### 2020

# **OUR FOUNDATION**

The generosity of our community allows Oswego Health to provide top quality healthcare and continue to grow to meet the ever changing needs of our residents.

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