Bay Area Hospital has a unique role in our community. Actually, it has several unique roles. For starters, we are the largest enterprise on the South Coast. With a $140 million annual budget and 1,000 employees, our economic impact ripples throughout the area.

Second, we are more than a local hospital. We function as a regional medical center, offering a broad range of otherwise unavailable services, including interventional cardiology, hyperbaric wound care, robotic surgery, and comprehensive cancer care. If we didn’t exist, South Coast residents would have to travel to Eugene or Portland for those services.

Third, we go beyond caring for you when you’re sick. We provide a broad range of beneficial programs, often at no cost to the people being served. That third role is the focus of this report.

Each of the highlighted programs makes a crucial impact on people’s lives.

- One of our programs gives local babies a healthy start. Another program advocates for abused children. And one helps local teens explore careers in healthcare.
- In a community beset with chronic illness, we offer free classes that promote healthy lifestyles and disease prevention.
- Other Bay Area Hospital programs help our most vulnerable citizens—people with economic hardships, patients facing life-threatening diseases, and those with mental health issues.

These services don’t make money. In fact, they require millions in annual subsidies from the hospital. But that’s okay. Local voters created Bay Area Hospital in 1974 to improve the community’s health—not to turn a big profit.

When our employees provide these vital services, they are acting on your behalf—expressing not only their own dedication and compassion but that of the community as well. Thank you for supporting us in doing the work we love.

Paul G. Janke, FACHE
President and CEO
WHAT IS IT?
A big medical bill can crush a family’s budget. As a community-owned, nonprofit institution, Bay Area Hospital offers financial assistance to eligible patients who are unable to pay for their care. This assistance may come in various forms, such as payment plans and discounts for uninsured patients. The neediest patients may qualify for hospital bill reduction, commonly called “charity care.”

Charity care is for emergency services, cancer care, and other necessary services that ordinarily would be covered by the Oregon Health Plan (Medicaid). It is not provided for elective or cosmetic surgery.

WHO IS IT FOR?
Eligibility for hospital bill reduction depends on the patient’s income, family size, and liabilities. Staff members assigned to this program are trained in an assessment process to determine whether a patient qualifies for assistance.

Undocumented workers are not eligible for charity care, nor is anyone who was injured as a result of illegal activity, such as drunken driving, use of illegal drugs, or being the aggressor in a fight.

A patient applies for financial assistance by filling out a one-page form, which is available at our Business office, Registration office, and Emergency department and on the hospital website, www.bayareahospital.org. The form is also included with billing statements. In 2014, 604 patients benefited from full or partial write-offs of their hospital bills.

HOW TO APPLY FOR MEDICAID
In addition to our Charity Care program, any Bay Area Hospital patient who lacks health insurance receives immediate help to enroll in Medicaid. Based on a patient’s income and family size, our Registration team can usually determine eligibility right away.

- Each eligible patient receives Medicaid coverage until the end of the following month—a minimum of 30 days.
- The patient also receives an application for long-term Medicaid coverage and a list of resources to help fill it out.
- When appropriate we can refer patients for help applying for Social Security Disability.
- Nonpatients of Bay Area Hospital can also receive Medicaid application assistance. Just visit our Registration office or Emergency department.
WHY WE DO IT
Any hospital, and particularly a publicly owned community hospital, has a duty to care for community members regardless of their financial status.

IMPACT
Bay Area Hospital provides millions of dollars in uncompensated care every year to patients who cannot afford medical treatment, including more than $3 million in fiscal year 2014. We help dozens of patients enroll in Medicaid each month. Caring for people facing economic hardship will always be part of Bay Area Hospital’s community mission.

“We want to make sure people’s access to care is not impeded by their inability to pay.”
— Sam Patterson  
Chief Financial Officer

CONTACT
Janet Vos  
Patient Accounts Manager  
(541) 269-8061  
janet.vos@bayareahospital.org
Community Education

WHAT IS IT?
Dedicated doctors and nurses, highly trained and equipped with advanced medical technology, can do only so much. A healthy community depends on each person making informed, thoughtful choices about lifestyles and medical care.

Every month Bay Area Hospital sponsors dozens of free classes and meetings—all designed to help community members take charge of their health and lead longer, happier, and more active lives.

WHO IS IT FOR?
Most of our classes and support groups are open to any community member. These free events encompass the whole spectrum of life, from breastfeeding through Alzheimer’s. Most focus on healthy lifestyles.

WHY WE DO IT
Diabetes, cancer, heart disease, and obesity are epidemic on Oregon’s South Coast. Lifestyle choices—primarily diet, exercise, and smoking—are big factors. As the region’s medical center, Bay Area Hospital embraces its responsibility to provide wellness leadership in the community we serve.

Community Education

<table>
<thead>
<tr>
<th>Session</th>
<th>People Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orthopedic classes (for total joint replacement or back surgery patients)</td>
<td>38</td>
</tr>
<tr>
<td>Diabetes Review</td>
<td>11</td>
</tr>
<tr>
<td>Prediabetes</td>
<td>8</td>
</tr>
<tr>
<td>Stop Tobacco Use Clinic</td>
<td>40</td>
</tr>
<tr>
<td>Train Your Brain</td>
<td>28</td>
</tr>
<tr>
<td>Body Awareness</td>
<td>64</td>
</tr>
<tr>
<td>The Fire Within</td>
<td>5</td>
</tr>
<tr>
<td>Healing Through Food</td>
<td>3</td>
</tr>
<tr>
<td>Movement Medicine</td>
<td>2</td>
</tr>
<tr>
<td>Bone Health</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
</tr>
</tbody>
</table>
“I like to think that we’re empowering patients to be the major players in their own healthcare.”

— Angie Webster MPH, BSN, RN
Director of Clinical and Professional Development

IMPACT
We can help you stay in touch with resources that help you maintain optimal health:

• Find a complete monthly calendar of classes at www.bayareahospital.org/Calendar_events.aspx.
• Watch for announcements in The World and other local media.

CONTACT
Cindy Benward
Staff Education Specialist
(541) 269-8076
cindy.benward@bayareahospital.org

Meet Tully Strong
A yen for fresh information keeps 69-year-old Tully Strong coming to Bay Area Hospital’s free diabetes classes. At one recent session, she learned about a new medication. “I talked to my doctor, and now I am taking that medication, and it’s working beautifully,” she says.

She comes for motivation too: “Maybe sometimes you need a little kick in the pants.”
WHAT IS IT?
Bay Area Hospital Community Foundation is the hospital’s charitable arm. Through fundraising events, donations, and bequests, the foundation supports not only hospital projects but also a broad range of community needs.

WHO IS IT FOR?
Our Community Grants program assists organizations working in innovative, collaborative ways to improve the South Coast’s quality of life. Many of these grants target health-related activities, such as the Waterfall Community Health Center and the Bay Area Rotary Club’s Shots for Tots. Other grants address diverse community needs through such groups as the Maslow Project and the Crossroads Community Cafe. In 2014 the foundation helped 27 agencies throughout Coos County.

HOW TO APPLY
We encourage community organizations to apply for Bay Area Hospital Community Foundation grants. Application forms are available on the Foundation page of www.bayareahospital.org. Next year’s deadline is March 1, 2016.

HOW TO HELP
Tax-deductible donations to the Bay Area Hospital Community Foundation support these grants and other hospital projects to improve local healthcare.

WHY WE DO IT
Bay Area Hospital is a nonprofit, community-owned institution. It is also the community’s largest employer. Our visibility and reach enable us to gather resources for the benefit of the community.

IMPACT
Bay Area Hospital Community Foundation awards have grown from $137,000 in 2010 to $255,000 in 2014. Community projects and organizations have received almost $1 million since 2010. With your help through the foundation, these organizations have changed thousands of lives for the better.
“It’s really a privilege to be able to assist so many worthy organizations. And we take the responsibility very seriously.”

— Tom McAndrew, MD
Chair, Bay Area Hospital Community Foundation
Advisory Committee

2014 Grant Recipients

| 1.          | Bay Area First Step                                      |
| 2.          | Bay Area Rotary Club—Shots for Tots                      |
| 4.          | Community Fellowship Meal                                |
| 5.          | Coos Bay Fire and Rescue                                 |
| 6.          | Coos County Area Transit—CCAT                            |
| 7.          | Coos County Friends of Public Health                      |
| 8.          | Coos County Perinatal Task Force                         |
| 9.          | Coos Elderly Services                                    |
| 10.         | Coquille Valley Ambulance                                |
| 11.         | Court Appointed Special Advocates (CASA)                 |
| 12.         | Crossroads Community Cafe                                |
| 13.         | KAIROS (formerly called SOASTC)                          |
| 14.         | Knights of Columbus                                      |
| 15.         | Maslow Project of Coos County                            |
| 16.         | Mental Health Association of SW Oregon                   |
| 17.         | Nancy Devereux Center                                    |
| 18.         | North Bend Police Department                             |
| 19.         | SMART                                                     |
| 20.         | South Coast Family Harbor                                |
| 21.         | South Coast Hospice                                      |
| 22.         | SW Oregon Medical Society Diabetic Scholarship Fund      |
| 23.         | Southwestern Oregon Community College—Nursing Instructor |
| 24.         | Southwestern Oregon Veteran Outreach                     |
| 25.         | THE House                                                |
| 26.         | Tioga Research—Reach Out and Read                        |
| 27.         | Waterfall Clinic                                         |
WHAT IS IT?
A free cancer screening at Bay Area Hospital always draws a crowd. With highly qualified surgeons and other specialists donating precious days off, more than 1,100 people have taken advantage of annual cancer screenings since 2010.

In addition to cancer events, Bay Area Hospital and local doctors offer free screenings for other conditions throughout the year, identifying such problems as diabetes, high blood pressure, and varicose veins.

WHO IS IT FOR?
People who otherwise lack access to healthcare make up a big share of the participants, but everyone is welcome.

WHY WE DO IT
As an accredited Community Cancer Program, we have a responsibility to offer cancer screenings to all community members. More importantly, early detection saves lives.

IMPACT
Over the past five years, about one in four people attending our cancer screenings was referred for medical follow-up. Some underwent additional testing for suspected malignancies. Others were treated for unrelated medical conditions spotted by the volunteer providers. Year-round screenings motivate South Coast residents to get the care they need.
“We’re seeing an epidemic of throat cancer, but it’s a silent disease. People don’t usually look in their own throats. The mission of the hospital is to improve the health of our community, so it makes a lot of sense that we check for throat cancer.”

— Steven Shimotakahara, MD

Ear, Nose, Throat, Head, and Neck Surgeon

Screenings in 2014

<table>
<thead>
<tr>
<th></th>
<th>When</th>
<th>Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blood pressure</td>
<td>Weekly</td>
<td>966</td>
</tr>
<tr>
<td>Diabetes</td>
<td>Monthly</td>
<td>118</td>
</tr>
<tr>
<td>Varicose veins</td>
<td>May and November</td>
<td>49</td>
</tr>
<tr>
<td>Head and neck cancer</td>
<td>November</td>
<td>246</td>
</tr>
</tbody>
</table>

CONTACT

• Follow local media for announcements about screenings.

• Visit our events calendar at www.bayareahospital.org/EventCalendar.aspx.

• Call our Community Education office at (541) 269-8076.
**WHAT IS IT?**

Patients who cannot easily leave home for treatment find steadfast allies in the medical professionals of Bay Area Hospital Home Health Agency. Our registered nurses, physical therapists, occupational therapists, medical social workers, and certified nursing assistants build respectful relationships with patients and families, advocating for each patient’s independence and dignity.

When Home Health professionals visit patients’ homes, providing excellent care is just part of the job. Even more valuable is the empowerment they deliver. By teaching and encouraging family members to be effective caregivers, Home Health professionals provide the tools to let patients continue living safely at home.

**WHO IS IT FOR?**

Most Home Health patients are senior citizens with limited financial means, but the Home Health program is available to anyone whose medical condition makes leaving home difficult. A physician’s referral is required.

“For most of our patients, what they want most is to stay at home, with as little assistance as possible, for as long as they can.”

— Judy Falkowski
Director, Bay Area Hospital Home Health Agency

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**Patient Progress**

<table>
<thead>
<tr>
<th>Desired Improvement Area</th>
<th>BAH Home Health</th>
<th>Oregon Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ambulation</td>
<td>65.5%</td>
<td>52.8%</td>
</tr>
<tr>
<td>Managing oral medication</td>
<td>40.3%</td>
<td>36.2%</td>
</tr>
<tr>
<td>Surgical wound</td>
<td>91.2%</td>
<td>87.1%</td>
</tr>
<tr>
<td>Bathing</td>
<td>60.2%</td>
<td>53.4%</td>
</tr>
<tr>
<td>Transfer (from bed to chair, wheelchair to car)</td>
<td>62.5%</td>
<td>46.9%</td>
</tr>
</tbody>
</table>

*Source: Medicare Outcome and Assessment Information Set (OASIS), 2014.*
Some examples of Home Health services:

- Registered nurses help patients with medical needs such as wound care, gastric tubes and ostomies, and questions about medication and nutrition.
- Physical therapists help patients improve their ability to move from place to place.
- Occupational therapists give instruction on conserving the patient’s energy, protecting sensitive joints, and accomplishing daily activities.
- Speech therapists help with impaired communication skills.
- Certified nursing assistants help with personal care, respite care, home exercise, and wound care.
- Social workers help families cope with crises, handle financial concerns, and connect with community resources.

WHY WE DO IT
Home Health care is a cost-efficient alternative to a care facility, and it saves taxpayer money by preventing avoidable hospital readmissions. More importantly, it allows patients to stay in familiar surroundings, near their loved ones.

IMPACT
Bay Area Hospital’s Home Health Agency made 8,651 home visits in 2014, helping 594 patients. In that same year, it was listed in the top 25 percent of Medicare-certified home health agencies.

CONTACT
Judy Falkowski, RN, BC
Director
(541) 266-5104
judy.falkowski@bayareahospital.org
The Kids’ HOPE Center aims to reduce child abuse through community awareness and intervention. In partnership with law enforcement and child welfare agencies, the center supports healing and justice for victims and families. It provides a family-friendly environment for interviews, forensic medical exams, and advocacy.

The Kids’ HOPE Center serves children and families in abuse cases of all kinds. In addition to investigating, we help set up medical and therapeutic appointments, make referrals to outside agencies, and address any other needs the victims may have.

Kids’ Hope is also launching Stewards of Children, a three-year community education project that aims to train more than 1,800 Coos County residents to prevent, recognize, and react responsibly to child sexual abuse.

“If these kids get the treatment they need, maybe their lives can be different in the long run.”

— JoAnne Shorb
Director, Kids’ HOPE Center

Child abuse is distressingly prevalent on Oregon’s South Coast. Bay Area Hospital launched the Kids’ HOPE Center in 2013 to provide a “medical model” of child abuse intervention. This approach focuses primarily on meeting the child’s needs rather than building a criminal case, yet it also is highly effective in winning criminal convictions.

Kids’ Hope Center staff members Scott Snyder, JoAnne Shorb, and Julie Marshall
IMPACT
Since July 2013, when Bay Area Hospital launched the Kids’ HOPE Center, we have made a difference:

- 442 children have been served.
- 227 of them are the alleged victims of sexual assault.
- 269 children underwent forensic interviews.
- 180 children were referred to counseling.
- 153 children received medical exams and/or treatment.
- 54 cases were accepted for prosecution.
- 21 cases have resulted in convictions or guilty pleas.
- More than 100 additional cases are pending review.

CONTACT
JoAnne Shorb
Program Director
Direct line: (541) 269-4191
Main office line: (541) 266-8806
joanne.shorb@bayareahospital.org
WHAT IS IT?
Babies, mothers-to-be, and new mothers have received valuable support from the MOMS (Management of Maternity Services) program since 1994. Certified obstetrics nurses and internationally certified lactation consultants provide prenatal education, individualized birth plans, health assessments, and breastfeeding support.

**During pregnancy.** Each family is assigned an experienced nurse to help throughout the maternity experience:
- Help with preadmission registration and prenatal class registration
- Healthy pregnancy information and support
- Information about birthing options
- Individual meetings and follow-up phone calls to help expectant mothers connect with community services

**After the baby is born.** MOMS offers an after-baby follow-up visit and health evaluation from an experienced nurse:
- Checkup for both mother and child
- Help with feeding issues
- Answers to parents’ questions
- Information and referrals to services for postpartum depression, parenting programs, and other community resources

Breastfeeding help. MOMS provides expert lactation services:
- Consultation with internationally certified lactation consultants
- Assistance during the postpartum home visit and in weekly follow-up calls
- Specially scheduled visits as needed

WHO IS IT FOR?
Every woman delivering at Bay Area Hospital is eligible. Respected by healthcare providers, the MOMS program has a 100 percent referral rate from local physicians and nurse-midwives. Last year MOMS served 88 percent of the 678 women who gave birth at Bay Area Hospital.

WHY WE DO IT
Few Oregon hospitals provide services comparable to MOMS. But with US healthcare increasingly focused on encouraging a healthy population, Bay Area Hospital recognizes the importance of giving babies a healthy start. Smoking, obesity, diabetes, domestic violence, and substance abuse are sadly commonplace on the South Coast, and maternal depression is four times the national rate. These factors make a program like MOMS especially crucial in our community.
IMPACT
The program’s impact on mothers and babies has increased steadily in its two-decade history. A key indicator is breastfeeding, an important contributor to long-term health. MOMS nurses estimate that 95 percent of mothers delivering at Bay Area Hospital choose to breastfeed—up from an estimated 75 percent when MOMS began. Infant readmissions for hyperbilirubinemia and dehydration have decreased, as well.

CONTACT
Carolyn Jacobson, BSN, RNC, IBCLC
MOMS Supervisor
(541) 269-8258
carolyn.jacobson@bayareahospital.org

Meet Collin Lutz
Born March 10, 2015, Collin Thomas Lutz initially had trouble breastfeeding. His mother, Eva Rose Lutz of North Bend, called her MOMS nurse, Lisa Novotny, RN. Lisa came over the next day.

“It was just amazing to have someone who was there for me when I had a problem, and she was ready to jump right in and help,” says Eva Rose. “It was such a blessing.”

Collin is healthy and happy.

Mothers Know Best

![Graph showing increasing reliance on MOMS program](image)
WHY IS IT?
Bay Area Hospital’s Palliative Care program provides comfort and relief to patients facing challenging diseases. It manages pain and other symptoms while offering social services, counseling, and spiritual support.

Palliative care is not hospice care, though the two often work together. Whereas hospice helps people in the final phases of life, Palliative Care can serve any patient undergoing treatment for a serious illness.

The goal of Palliative Care is to relieve symptoms such as pain, fatigue, shortness of breath, depression, and nausea. It provides other services, including:

- Guiding patients through the healthcare system
- Helping with complex treatment choices
- Providing emotional and spiritual support
- Planning for care at home or in a nursing or assisted-living facility
- Connecting families with community resources

WHO IS IT FOR?
Palliative Care helps hospitalized patients with chronic illnesses:

- Cancer
- Chronic obstructive pulmonary disease
- Congestive heart failure
- Severe liver disease
- Severe kidney disease

A patient or family member can request Palliative Care services by speaking to the patient’s physician or bedside nurse.
WHY WE DO IT
Pain and other symptoms often hamper a patient’s daily activities, cause extra trips to the hospital, and make healing more difficult. We believe that no patient should suffer.

IMPACT
From May 2014 to May 2015, Palliative Care’s registered nurses responded to more than 400 physician requests to aid patients. That number has nearly doubled in the past three years. Doctors depend on Palliative Care to help give their patients relief, support, and compassion.

CONTACT
Your primary-care physician is your best source of information about Palliative Care and advance care planning.

Meet Eve Stevens
As pneumonia besieged 80-year-old Annette Sharpnack, Palliative Care’s Sam Boyd took Annette’s daughter aside for some painful news. She explained that medical science could make Annette’s last days comfortable but nothing more.

“It’s the last thing you want to hear from somebody,” Eve Stevens recalls. “I bawled my head off.”

Eve remembers the reassurance and support she received from Sam as well as from the doctors and nurses who cared for her mom. Later she would write a letter praising the team: “They helped me cope and realize my mom was never coming home… I didn’t even know them, but they felt like true friends.”

Annette died May 10, 2015.
WHAT IS IT?
Bay Area Hospital provides comprehensive psychiatric services, including a secure 11-bed inpatient unit, an outpatient clinic, and emergency assessment services. That means South Coast residents—unlike patients in many comparable Oregon communities—can receive acute mental health treatment without long-distance travel.

WHO IS IT FOR?

**Inpatient treatment.** The APU (Acute Psychiatric Unit) is for any patient 18 or older who experiences an acute mental health crisis. Staffed by psychiatrists, registered nurses, and other mental health professionals, the APU operates 24/7, 365 days a year. Our psychiatrists also provide consultations for medical and surgical inpatients.

**Outpatient treatment.** Our outpatient psychiatric clinic serves patients with mental illnesses not requiring hospitalization. Weekday staffing by qualified psychiatrists lets patients resume and maintain their independent lives.

**Emergency assessments.** Any patient who comes to the Emergency department with mental health concerns is evaluated by a physician and a qualified mental health professional. Assessments are available 24 hours a day for adults, adolescents, and children.

Patients deemed dangerous to themselves or others can be held for five business days in our secure facility, with further evaluation and care available. Our goal is to stabilize these patients and refer them to outpatient care, but occasionally a judge must commit a patient to a state institution.

“**It’s in our vision and our mission that we take care of the entire community. These folks are our neighbors, friends, and family members. I am proud that our hospital remains committed to taking care of our own.**”

— Kera Hood, RNC, BSN

*Clinical Manager, Psychiatric Services*
WHY WE DO IT
Untreated mental illness can be devastating to patients and the people around them. It burdens families, employers, schools, and the criminal justice system. Though psychiatric care is generally not profitable for hospitals, it helps maintain a healthier, safer community, thereby saving everyone money in the long run.

IMPACT
Bay Area Hospital’s psychiatric services are unsurpassed among Oregon’s community hospitals. In most areas, emergency psychiatric assessments are provided by county mental health agencies, not hospitals. Most Oregon hospitals have no beds dedicated to psychiatric patients.

Bay Area Hospital provided these psychiatric services in 2014:
- 2,554 days of inpatient care
- 346 adult inpatient admissions, plus 62 children
- 2,879 outpatient appointments
- 844 emergency psychiatric assessments, resulting in 159 “holds” and 16 commitments

CONTACT
- 24-hour crisis line: (541) 751-2550
- Acute Psychiatric Unit: (541) 269-8402
- Outpatient Psychiatric Clinic (business hours only): (541) 269-5333

Art Therapy provides therapeutic, healing benefits for psychiatric patients.
WHAT IS IT?
Heart failure is a progressive disease in which the heart pumps too little blood. It is usually incurable, but with the right treatment and lifestyle advice, patients can learn to manage their symptoms and lead active lives.

Strong Heart’s Linda Mill, RN, CHFN, meets with patients one-on-one and sometimes with their family members. She teaches patients the skills to partner with their doctors and live heart-healthy lives. Patients are never billed for the Strong Heart program.

“What we’re really looking at is executing good care transitions. You want to make sure, if someone is going home, that they have the resources, the knowledge, and the ability to take care of themselves.”
— Linda Mill, RN
Certified Heart Failure Nurse

WHO IS IT FOR?
Mill reviews about 40 medical charts every day, identifying heart failure patients among the hospital’s daily census. She visits about five inpatients each day as well as outpatients referred by local doctors. She typically tracks about a dozen patients at a time.

WHY WE DO IT
Patients hospitalized for heart failure are at risk of repeated episodes that can cause readmission to the hospital and even early death. Teaching patients to live heart-healthy lives can help prevent these flare-ups and slow the progression of the disease. Reducing readmissions saves money too.

IMPACT
Quality of life is difficult to measure—and putting a dollar value on time spent with loved ones is impossible—yet these are the gifts the Strong Heart program has brought to hundreds of patients.

By helping patients learn to take better care of themselves, Strong Heart helps them live longer, feel better, and lead more active lives.

CONTACT
Linda Mill, RN
Certified Heart Failure Nurse
(541) 269-8293
linda.mill@bayareahospital.org

22 Bay Area Hospital
WHAT IS IT?
Volunteering at Bay Area Hospital gives students up-close exposure to healthcare careers. They tackle such assignments as guiding visitors, taking water to patients, stocking supplies, and assisting nurses. Recognizable by their stylish black scrubs, students typically work between two and eight hours each week.

WHO IS IT FOR?
The program accepts students 14 and older who are interested in healthcare careers. Students from North Bend High School, Marshfield High School, and Southwestern Oregon Community College have participated, but students from other schools are welcome, as well.

WHY WE DO IT
Volunteer experience boosts students’ chances of acceptance to college programs. Meanwhile the students help busy departments and improve the hospital experience for patients.

IMPACT
Since its launch almost three years ago, the program has tripled in size, growing from an initial 10 students to the current roster of 30. Seventy-two students have taken part so far.

Volunteering at Bay Area Hospital is the first work experience for many of the students. We encourage them to consider careers with us after finishing their education.

CONTACT
Rachel Daniels  
Volunteer Coordinator  
(541) 269-8111, extension 8083  
rachel.daniels@bayareahospital.org

Meet Krista Eubank
North Bend High School senior Krista Eubank wants to be a nurse, and she’s off to a great start. Recently chosen as Bay Area Hospital’s Student Volunteer of the Month, Krista is popular with hospital employees for her friendliness, efficiency, and willingness to do whatever is needed. Krista enjoys interacting with patients.

“Oh just going into someone’s room and talking to them can make them feel better,” she says.
How do you define community benefit, and how much does Bay Area Hospital provide?

Michael Gordon: You can define community benefit in a lot of different ways. We believe that all of Bay Area Hospital’s services and programs provide community benefit. For this report, however, we zeroed in on a set of programs that improve the community’s health, that go beyond our core focus on acute care, and that require direct hospital subsidies. The 11 programs on that list deliver nearly $10 million per year in community benefits but, because of meager payments from health insurers and government agencies, almost $5 million of that is a direct subsidy from the hospital.

What is the community’s role in these programs?

Barb Taylor: Every nonprofit hospital in Oregon must participate in a community health needs assessment every three years. We joined with Coos County Public Health and other local leaders in 2013 to conduct an assessment and develop a Community Health Improvement Plan.

Our community benefits programs are closely aligned with the priorities identified in that plan, including maternal and child health, chronic illness management, mental health, and access to healthcare. We are also closely involved with Western Oregon Advanced Health, our local Coordinated Care Organization.

How is Obamacare affecting that?

Michael Gordon: The Affordable Care Act, also known as Obamacare, has made health insurance available to about 9,000 previously uninsured South Coast residents, so the need for hospital charity care has shrunk in some respects. But direct charity care is just one of the many community support programs we offer. Other uncompensated support has expanded. Last fall we joined other Oregon hospitals in pledging to maintain or expand our community benefits spending, and our total investment in community benefits actually increased in 2014.

Alliances and partnerships seem to be gaining importance in healthcare. Is that the case?

Donna Rabin, MD: Absolutely. Healthcare cannot succeed nowadays without cooperation. Improving health outcomes while holding down costs requires that we don’t just treat sick people but also encourage wellness, prevent illness, and
manage chronic diseases communitywide. As the South Coast’s biggest healthcare institution, Bay Area Hospital has a responsibility to take a leading role. In addition to the services we provide directly, we partner with many local agencies and physician groups. We can’t do it alone.

Q How can the public be informed and confident that you are doing the right things?

John Muenchrath, MD: First and foremost, we are a public hospital. That means we have an obligation to do things transparently—taking care that the public is both informed and given the opportunity to provide input. As a new board member, it is one of my highest priorities that we conduct our business in this manner, and to this end, I’d like to see that we maximize the information available through the Bay Area Hospital website: www.bayareahospital.org.

That being said, the best way for the public to assure themselves that we are doing things right is to get involved, attend public meetings, and avail themselves of information and updates such as this report. Asking questions of board members and clarifying actions are essential to public oversight and ensuring that we are serving the public to the best of our ability.

Q How would you characterize the hospital’s financial performance?

Tom McAndrew, MD: I would call it solid but not excessive. Although making money is not our primary mission, the board takes its financial stewardship responsibilities seriously. We are proud that we can support the programs outlined in this report. We’re equally proud that we can pay for improvements like robotic surgery, the Prefontaine Cardiovascular Center, and our brand-new Bay Area Cancer Center.

And we are especially proud of reinvesting in excellent care without burdening local taxpayers. Year after year we collect zero property tax. The Bay Area Health District is the only Oregon hospital district able to make that claim. We think that’s an impressive ongoing achievement.
Bay Area Hospital’s uncompensated expenditures for services and programs address critical community needs:

- Health services to vulnerable and underserved people
- Financial and in-kind support for otherwise unavailable services
- Community health education, screening, and prevention services
- Education and career exploration for future healthcare professionals

<table>
<thead>
<tr>
<th>Program</th>
<th>Key Facts</th>
<th>Staff</th>
<th>Direct Annual Expense</th>
<th>BAH Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care</td>
<td>Bills were wholly or partially written off for 604 patients in FY2014**</td>
<td>25</td>
<td>$3,032,408</td>
<td>$3,032,408</td>
</tr>
<tr>
<td>Community Education</td>
<td>200 sessions reached 2,141 people in 2014</td>
<td>4</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>Community Grants</td>
<td>27 agencies received grants in FY2014</td>
<td>1</td>
<td>$255,000</td>
<td>$255,000</td>
</tr>
<tr>
<td>Health Screenings</td>
<td>1,379 patient contacts in 2014</td>
<td>22</td>
<td>$43,000</td>
<td>$43,000</td>
</tr>
<tr>
<td>Home Health Agency</td>
<td>8,651 home visits aided 594 patients in FY2014</td>
<td>32</td>
<td>$2,474,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>Kids’ HOPE Center</td>
<td>More than 400 children have been served since July 2013</td>
<td>6</td>
<td>$215,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Management of Maternity Services (MOMS)</td>
<td>Nearly 90 percent of all women giving birth at Bay Area Hospital rely on MOMS</td>
<td>9</td>
<td>$354,000</td>
<td>$354,000</td>
</tr>
<tr>
<td>Palliative Care</td>
<td>Answers more than 400 annual physician requests to aid patients</td>
<td>4</td>
<td>$183,000</td>
<td>$183,000</td>
</tr>
<tr>
<td>Psychiatric Services</td>
<td>2,554 inpatient days and 2,879 outpatient appointments in 2014</td>
<td>35</td>
<td>$2,802,000</td>
<td>$140,000</td>
</tr>
<tr>
<td>Strong Heart</td>
<td>Helps dozens of patients live longer, healthier lives</td>
<td>1</td>
<td>$155,000</td>
<td>$155,000</td>
</tr>
<tr>
<td>Student Volunteers</td>
<td>In the past three years, 72 students have participated</td>
<td>1</td>
<td>$27,000</td>
<td>$27,000</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td>140</td>
<td><strong>$9,740,408</strong></td>
<td><strong>$4,964,408</strong></td>
</tr>
</tbody>
</table>

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

**FY2014 denotes the 2014 fiscal year: July 2013 through June 2014; 2014 is calendar-year 2014.
### Key Operating Indicators - Fiscal Year 2014

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average available beds</td>
<td>129</td>
</tr>
<tr>
<td>Patient days (inpatient)</td>
<td>21,844</td>
</tr>
<tr>
<td>Patient days (observation)</td>
<td>2,558</td>
</tr>
<tr>
<td>Average daily census</td>
<td>60</td>
</tr>
<tr>
<td>Discharges</td>
<td>6,475</td>
</tr>
<tr>
<td>Adjusted discharges (includes inpatients and observation outpatients)</td>
<td>10,890</td>
</tr>
<tr>
<td>Average length of stay (days)</td>
<td>3.79</td>
</tr>
<tr>
<td>Babies delivered</td>
<td>713</td>
</tr>
<tr>
<td>Surgeries</td>
<td>4,011</td>
</tr>
<tr>
<td>Emergency department visits</td>
<td>23,632</td>
</tr>
</tbody>
</table>

### Workforce Statistics - Fiscal Year 2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of employees</td>
<td>1,010</td>
</tr>
<tr>
<td>Average age of employee</td>
<td>46.78</td>
</tr>
<tr>
<td>Average length of service</td>
<td>11.38</td>
</tr>
<tr>
<td>% Regular full-time</td>
<td>64%</td>
</tr>
<tr>
<td>% Regular part-time</td>
<td>23%</td>
</tr>
<tr>
<td>% Supplemental, on-call, and per diem</td>
<td>13%</td>
</tr>
<tr>
<td>% Physicians</td>
<td>2%</td>
</tr>
<tr>
<td>% Managers</td>
<td>4%</td>
</tr>
<tr>
<td>% Registered Nurses</td>
<td>33%</td>
</tr>
<tr>
<td>% Certified Nursing Assistants/Licensed Practical Nurses</td>
<td>9%</td>
</tr>
<tr>
<td>% Office, trades, services</td>
<td>52%</td>
</tr>
<tr>
<td>% Supplemental, on-call, and per diem</td>
<td>100%</td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td>$19,743,000</td>
</tr>
<tr>
<td>Long-term debt (less current portion)</td>
<td>$14,228,000</td>
</tr>
<tr>
<td>Other liabilities and minority interest</td>
<td>$17,760,000</td>
</tr>
<tr>
<td>Net position</td>
<td>$127,607,000</td>
</tr>
<tr>
<td>Total liabilities and net position</td>
<td>$179,338,000</td>
</tr>
</tbody>
</table>

### Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>$33,775,000</td>
</tr>
<tr>
<td>Investments</td>
<td>$56,297,000</td>
</tr>
<tr>
<td>Property, plant, and equipment, net</td>
<td>$80,130,000</td>
</tr>
<tr>
<td>Other assets</td>
<td>$9,136,000</td>
</tr>
<tr>
<td>Total assets</td>
<td>$179,338,000</td>
</tr>
</tbody>
</table>

### Summary Balance Sheet

As of June 30, 2014

### Summary Statement of Revenues and Expenses

As of June 30, 2014

#### Operating Revenue

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating revenue</td>
<td>$142,521,000</td>
</tr>
</tbody>
</table>

#### Operating Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and benefits</td>
<td>$80,077,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$33,188,000</td>
</tr>
<tr>
<td>Depreciation and interest</td>
<td>$8,687,000</td>
</tr>
<tr>
<td>Other expenses</td>
<td>$15,909,000</td>
</tr>
<tr>
<td>Total operating expense</td>
<td>$137,861,000</td>
</tr>
</tbody>
</table>

#### Income (loss) from operations

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income (loss) from operations</td>
<td>$4,660,000</td>
</tr>
<tr>
<td>Net nonoperational gains (losses) (primarily investment income)</td>
<td>$991,000</td>
</tr>
<tr>
<td>Revenue in excess of expenses</td>
<td>$5,651,000</td>
</tr>
</tbody>
</table>
Mission

We Improve the Health of Our Community Every Day.

Vision

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

Values

Kindness, Excellence, Teamwork, Ownership, Innovation