

# 2023 Annual Report



RIVER HOSPITAL



ANNIVERSARY







# OUR ECONOMIC IMPACT

*within the community.*

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**\$38,000,000**

The economic activity generated through jobs and the purchasing of goods & services

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**\$4,800,000**

Tax dollars generated

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**\$3,900,000**

The cost of care provided by River Hospital to people in need and subsidized care & services for low income and the elderly

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**300**

Local jobs created

*All data courtesy of the Healthcare Association of New York State*

20  
23

# River Hospital BY THE NUMBERS

Total Net Patient Revenue  
**\$27,273,186**

Other Operating Revenue  
**\$3,114,213**

Total Operating Revenue  
**\$30,387,399**

Total Operating Expenses  
**\$29,924,875**



**26**  
AIR TRANSPORTS



**350,734**  
LABS PROCESSED



**254**  
NUMBER OF EMPLOYEES



**6,153**  
CONVENIENT CARE VISITS



**8,047**  
EMERGENCY ROOM VISITS



**8,258**  
PHYSICAL THERAPY VISITS



**10,060**  
COMMUNITY WELLNESS PROGRAM VISITS







# RIVER HOSPITAL

## Board of Directors 2023

### DIRECTORS

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Amanda Rydberg, RPA-C  
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## OUR MISSION

To deliver vital, patient-centered healthcare, which ensures access to compassionate, comprehensive health and wellness in the Northern New York community.

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## OUR VISION

To lead the advancement of rural healthcare, creating a healthier future for our community.

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## OUR VALUES

Teamwork, compassion, accountability, integrity, and community.





# OUR PHILOSOPHY

*of Care*

## PATIENT-CENTERED & CLOSE TO HOME

We provide accessible, individualized, high-quality care, and gain trust and understanding of our patients' and loved ones' needs.

## INCLUSION

We embrace a culturally diverse population as part of our River Community.

## EXCELLENCE

We meet the needs of our community by delivering the right service at the right time. By understanding our limitations, we develop and nurture partnerships to ensure exceptional care.

## RESPECT

We prioritize our patients, families and colleagues through dignity and compassion, resulting in the most effective and positive patient experience.

## VALUE

We place our patients and their families at the center of their care, and act as allies to support autonomy and the right to choose.

## RECOGNITION

We stand with you as one community and understand that everyone has their own unique story.





*A message from River Hospital's Interim CEO*

## Kelley Tiernan



As we look back on 2023, we consider River Hospital's 20th birthday celebration. The rebirth of the Hospital in 2003 continues to be a shining example of what a community can do when they pull together united in a shared goal of retaining services for their friends and families. These efforts are often relived in tales of celebration and resounding pride for employees today. The documented growth in size and services since that time has been amazing. Our campus expansion and modernization project that was completed in 2020 will soon be complimented by another project that will complete the

campus transformation into a modern facility with the same small-town family feel that is recognized by all that come to us for services. River Hospital is lucky to have such strong community support and involvement.

River's resiliency and ability to adapt to growing and everchanging healthcare needs is a testament to our employees. Our dedicated employees take pride in our campus, our culture, and our community and strive to be the very best that they can be when providing care for their patients. Our size allows for us to provide individualized care in a way that large hospitals are unable to, and coordination of services is a priority to create a patient centered experience for all that come here. The staff at River Hospital is what makes it all possible- and creates the success story that we are able to tell after 20 years of growth and continued commitment to the community. We have come a long way from our financial struggles to keep the lights on and the doors open. After finally achieving financial stability, the Hospital has started to focus on sustainability by building an endowment that will secure our financial future and support our existence for generations to come.

As we head into 2024, River Hospital is focusing on patient centered experiences, access to healthcare, employee retention, maintaining our unique culture and financial sustainability in our rural setting. Our Hospital Board of Directors has been essential in supporting our efforts as we consider the next five years and everchanging goals and community needs. We are growing our partnerships with Fort Drum and Upstate University Hospital as well as other local partners, in order to continue to improve access to healthcare. While the only thing constant in healthcare is change, you can count on River Hospital to adapt and respond, showing our loyalty and commitment to those that we serve.

A handwritten signature in black ink that reads "Kelley Tiernan". The signature is written in a cursive, flowing style.

Kelley Tiernan  
River Hospital Interim CEO





# River Hospital Celebrates Twenty Years of Healing

**O**n April 15, 2023, River Hospital marked its twentieth birthday with great celebration. Having survived a tenuous beginning, the hospital has matured into an essential and vibrant part of the river communities. Saving River Hospital was only possible with the help, commitment and support of its staff and its communities. As the story continues to unfold, this bond grows ever stronger.

On April 15, 2003 Alexandria Bay's E.J. Noble Hospital was reborn as River Hospital. Since the hospital's opening in 1941, dramatic changes in the medical services business had transpired, and demands upon this simple rural hospital threatened to surpass its capabilities. The hospital was in imminent danger of closure, although the need for a local hospital, particularly one accessible by boat or car, was undeniable. But time was of the essence, and close cooperation between the hospital, its staff and its constituents was the key to success. The situation was critical, and creative solutions had to be improvised. Quickly.

To be a sustainable enterprise, a hospital must generate income, largely through payments from health insurers. But the nascent River Hospital did not have a functional system to translate diagnoses and procedures, lab and radiologic results and even Doctors' notes into alphanumeric "codes" used to populate insurance claims. As early as the summer of 2003 it appeared that existing funds would be gone by October 1st. Without a coding system, no income had been generated since April 15th. Although some 3,000 Emergency Room records existed, there was no means by which to bill insurance companies. There were no coders.

Not until the end of the first year were formal Human Resource policies and procedures established. But the hospital's dedicated employees, some of whom had been working on an "honor system", stepped in to help with the financial nightmare. Registered Nurses and

administrative employees worked side-by-side to create a new financial system, transforming medical records into codes and creating bills for submission to insurance companies. And they kept at it through October of 2004. The new financial system generated income urgently needed to keep River Hospital solvent in its earliest days.

At the same time, strong community support for River Hospital gathered quickly. Financial contributions, from year-round and summer residents alike, began to arrive. Offers of furniture, computer equipment, supplies and donations of other necessities arrived exactly when they were most needed. The local Masonic Lodge and area Fire Departments arranged to help perform basic maintenance at the hospital, and worked to rejuvenate the grounds on one Saturday each May, for four years. The community demonstrated strong support early on, and has continued to do so for two decades.

During the twenty years between "birth" and "adulthood", River Hospital has developed in many notable ways. Through 2010, its allies rallied to confirm the hospital's very survival, ensuring the preservation of local health care in Alexandria Bay. By 2020, through intensive support from the New York State Department of Health, unwavering staff dedication and generous community support, it stabilized operations while pursuing excellence in community healthcare. It was during this period that River Hospital embarked on its largest-ever modernization project: the popular and successful Hope + Healing Campaign. In 2021, it was the only hospital on the east coast named among the "Top 20 Critical Access Hospitals" by the National Rural Health Association. Through tenacity, resilience, compassion and partnership, River Hospital has truly set the standard for excellence in rural healthcare.



*A letter from the Executive Director of Development*

# Stephanie Weiss



This is a really special moment. After years and years of fighting for survival, followed by years and years of working toward financial stability, River Hospital is both turning 20 years old and also experiencing a pivotal point in its journey. For the first time since it was re-founded in 2003 the hospital is in a position to truly focus on sustainability for generations to come. Why is this so important and exciting? Because small rural access hospitals have a very difficult time surviving in the current healthcare climate.

When our community made the decision to keep River Hospital here and keep essential life-saving care on the shores of the St. Lawrence River, it was a commitment to a long-term goal. Every part of our community has a hand in that process, including the staff, our supporters, the many who have served on the board, etc. Today our hospital is financially stable, and we are working towards building an endowment that will ensure financial sustainability for decades, and generations, to come. It's an investment that will ensure long-term financial stability, as well as short-term financial flexibility in a climate where those two things are the very essence of what makes a Hospital like River sustainable.

Thank you to our many amazing supporters who have helped us build the endowment fund so far, and we look forward to celebrating this next phase of River Hospital's amazing journey with you all. See you on the River!

A handwritten signature in black ink, appearing to be 'Stephanie Weiss'. The signature is stylized and fluid.

Stephanie Weiss  
*Executive Director of Development*



## Endowment Giving

River Hospital's Endowment Fund is designed to grow with responsible stewardship to help the hospital for generations to come.

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**Thank you to the donors of River Hospital's Endowment Campaign.**



# RIVER HOSPITAL

## 2023 Donors

Thank you to every one of our generous River Hospital donors. Your support is making a difference in the lives of our patients and, thanks to you, River Hospital will be part of the river communities, saving lives and helping families, for decades to come.

The gifts listed were made between Jan 1, 2023 to December 31, 2023  
**Names in bold are members of the Custis Society, donating over \$5,000 cumulatively to River Hospital.**



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## 2023 Tribute Giving

Tribute giving is one of the most heartfelt ways to give to River Hospital, while honoring a loved one, a special life event, or a healthcare provider. Tribute gifts were made in recognition of the following individuals to River Hospital in 2023.

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 Arnold O'Reilly  
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 Barbara Dennehy  
 Barbara House  
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 Brenda Cullen  
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 Lillian VanCour  
 Lisa Lavarnway  
 Lori Jo (Dean) Neumann  
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 Marion Putnam  
 Marsha Hall-Warneck  
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 Barbara Quintal Berglund  
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 Emily Chase  
 John & Lorraine Henderson  
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 Patrick Murphy  
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*Thank you!*





## River Hospital News & Events

Stay connected with us on our social channels  
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