



20

— ANNUAL REPORT —

21



*River Hospital*

Safe harbor for your health.



# OUR ECONOMIC IMPACT

*within the community.*

---

**\$41,000,000**

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

---

**\$3,600,000**

Tax dollars generated

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**\$2,600,000**

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*



# RIVER HOSPITAL

## Board of Directors 2021

### DIRECTORS

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Joseph Russell | *Chairman*  
Norman Snyder | *Vice Chairman*  
Lynn Brown | *Treasurer*  
Sue Rapant | *Secretary*  
James Donegan  
Brad Frey, RPA-C  
Craig Garlock  
Ronald Randall  
Amanda Rydberg, RPA-C  
Raymond Smith  
Jeanne Snow  
Robert Toole

### EMERITUS

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Richard Bennett  
Harriet Burris, MD  
Don Ceresoli, Sr.  
Patricia Chalk  
Laura Coles  
Dan Gregory, MD  
Ross Jones  
Richard H. Macsherry  
Richard R. Macsherry  
Richard Munro  
Robert C. Tague, DDS

## 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.



## 2021 Financials

Total Net Patient Revenue	\$22.9M
Other Operating Revenue	\$5.4M
Total Operating Revenue	\$28.4M
Total Operating Expense	\$25.8M
Total Operating Income / (Loss)	\$2.6M

## 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

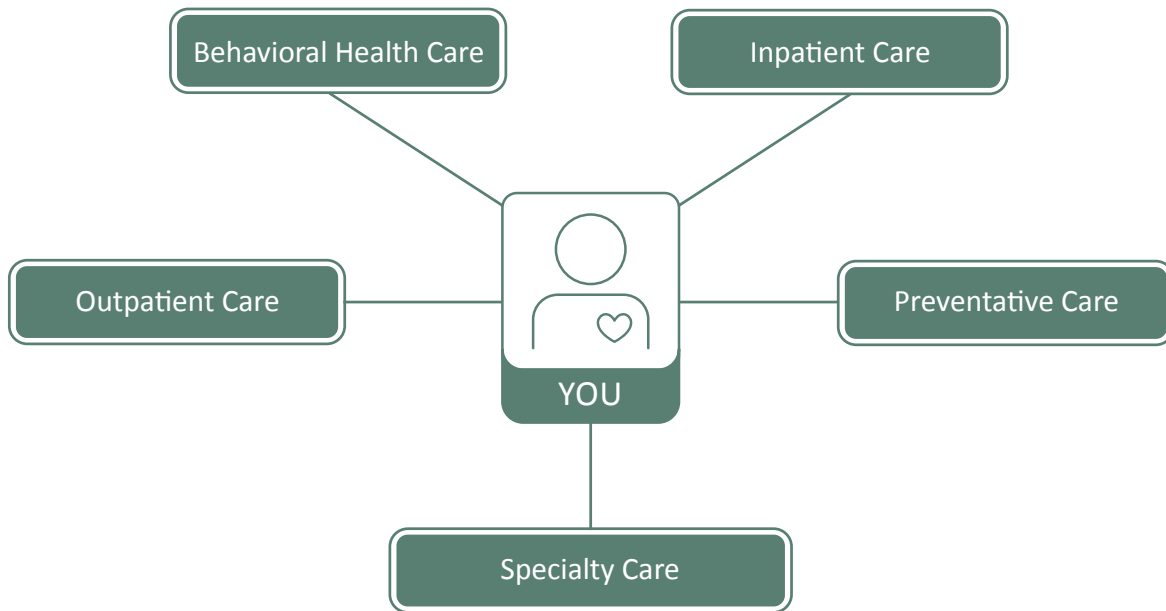
We stand with you as one community and understand that everyone has their own unique story.

# IMPROVING CARE

## Through Integration

Healthcare systems are constantly evolving and examining care models to optimize efficiencies and strategies to achieve better patient outcomes and quality of care. River Hospital's integration efforts focus on the coordination of patient care across providers, settings and time to achieve safe, effective, efficient, and patient-focused care. In addition to clinical integration, technological advancements also promote better access to care. The introduction of an advanced EMR system provides a platform to manage a vast network of information. The system improves access to financial, administrative, and clinical data and also allows for the monitoring of costs and quality.

### A patient can be treated with a number of services in a variety of settings:



### River Hospital's integrated care model focuses on four major pillars



#### TEAMWORK

Multi-disciplinary teams are a hallmark of integrated care. Collaboration and inclusivity ensures the patient remains an active team member who is fully supported in directing their care.



#### INNOVATION

A commitment to healthcare innovation focuses on the integration of healthcare advancements, technologies, and equipment to ensure the best possible treatment and outcomes for our patients.



#### CONTINUITY

Ensures a commitment to understanding that patient needs are at the center of all that we do. River Hospital emphasizes a holistic approach to healthcare and wellness by incorporating patient input, prioritizing goals, and tracking treatments.



#### QUALITY OUTCOMES

Reduces fragmentation of care by eliminating redundancy and duplication and places great emphasis on the patient's relationship to ensure a seamless experience through varying levels of care, both internal and external to River Hospital.



*A message from River Hospital's CEO*

## **Emily Mastaler** MA, MBA

This year has proven to be a foundational year for River Hospital, resulting in significant service growth as compared to 2020. For many, the pandemic has amplified the need to simplify and streamline healthcare access. As a result, River Hospital has further advanced our healthcare integration efforts; deepening our focus on breaking down silos, simplifying access to care, and focusing on our patients' experience.

A fundamental area of focus includes broadening access to mental health services. Mental health challenges in our community continue to intensify and accessible care is more important than ever. Our newly formed partnership with Alexandria Central School to deliver mental health services to students and their families, located in our new school-based clinic, is an example of how partnerships can align necessary healthcare resources with our community in a manner that brings the service directly to those who need it.

Further, a strong family medicine foundation ensures both preventative and rehabilitative care advance wellness in our communities. To strengthen our family medicine team, River Hospital has introduced Care Coordination to assist our patients with complex care coordination, education and engagement needs. Our RN Care Coordinator works very closely with our primary care, specialty, and behavioral health teams to ensure treatment is both accessible and easily understandable.

Specialty care has grown by 19% compared to 2020. The advancement of Women's Health, Dermatology, General Surgery, Urology, Orthopedic and Vascular specialties, to name a few, are examples of strategic specialty growth designed to ensure easy access to services close to home. These efforts coupled with our continued partnership with Upstate University Hospital ensures local access to essential services, reducing our patients' need to travel extensive distances for fundamental healthcare.

Lastly, integration efforts continue with a growing focus on leveraging technology to advance our patients experience of care. In late 2021, River Hospital began efforts to advance a new Electronic Medical Record system designed to promote healthcare information integration. Ensuring seamless access for essential healthcare information for both the care team and the patient.

Our continued commitment to improve our patients experience will continue far beyond 2021, however this year River Hospital has made great strides to further these efforts. Our incredible and highly skilled staff remain steadfast in their delivery of exceptional care in the most efficient and easy to access manner possible for our community.

Emily Mastaler  
*River Hospital, CEO*

# NEW EMPLOYEES FOR 2021



TEAMWORK

## **Ambulatory Surgery Unit**

Vanessa Zarcone  
Wendy Miller

## **Community Relations**

Mia Ramseier

## **Development**

Claire Wakefield

## **Dietary**

Louise Cipullo  
Evelyn Hodge  
Georgianna Kormondy

## **Disaster Preparedness**

Christopher Erdman

## **Emergency Department**

Natalie Cole  
Sarah Bailey  
Jacklyn MacDonald  
Mackenzie Beaudin  
Jennifer Wyman  
Michelle Mann  
Ashley Frink

## **Environmental Services**

William Seniecle  
Debra Carlisle  
Tiffany Young

## **Finance**

Andrew Impaglia  
Jessica Morgan

## **Information Technology**

Joshua Collins  
Colin Dack  
Margaret Smith

## **Inpatient**

Kevin Bachmann, LPN  
Casey Jones, LPN  
Alesha Garrabrant, LPN  
Ryan Lopez, RN  
Talon Parker, RN  
Torrie Williams  
Taylor Cunningham  
Rylie Willix

## **Laboratory**

Timothy Frank  
Nancy Hay  
Holly Fayette  
Larissa Greer

## **Maintenance**

Gabriel Niles  
Garret Zich

## **Medical Staff**

Amanda McCoy

## **Patient Access**

Sharina Scales  
Caitlynn Cunningham  
Shyenne Seymour  
Mattilynn Hough  
Alexis Derrigo  
Shannon Pound Carson  
Olivia Belles

## **Patient Accounting**

Kira Hollinger  
Carol Jank  
Jolene Rosenbarker

## **Pharmacy**

Gregory Guimond  
Jeffrey Green  
Krista Krull Goss  
Jessica Downs

## **Physical Therapy**

Nickolas Frears

## **Quality**

Brianna Policki

## **Radiology**

Kyle Zehr  
Randall Barker  
Hayley Valin

## **Supply Chain**

Robert LeBlanc

## **River Hospital Community Wellness Program**

Erin Dulmage, LMSW  
Hannah Woodley, LMSW  
Stephanie Kozacka, LMSW  
Brianna Lewis, LMSW  
Karoline Nelson

## **River Hospital Family Health Center**

Lauren Barry LPN  
Jennifer Durant, LPN  
Chris Jewett FNP-C  
Nicole Jorge, RN





**NOT ALL  
SUPERHEROES  
WEAR CAPES  
SOME WEAR  
SCRUBS**   


## HEALTHCARE HEROES

*Exceptional Care During Extraordinary Times*



TEAMWORK

While 2020 tested our readiness, 2021 tested our resilience. The damaging path of Covid-19 continued throughout 2021, taxing our healthcare systems and all who work within them. Even through the challenges of having to adopt to a “new normal”, the grit, resourcefulness, and determination of our staff remained steadfast to ensure that those in need of care received it. If it weren’t for our staff, persevering through another year of Covid would have been impossible. They balanced the requirements of providing extraordinary care demanded by a second year of a global pandemic, with ongoing community health needs outside of Covid. The unwavering commitment, humility, kindness, and strength of our healthcare heroes at River Hospital will be forever inspiring. Thank you for your dedication to the care and well-being of every patient who enters our doors.



### DONOR SPOTLIGHT

The owners and staff of Good Dog Charlie's donated coffee coupons to the employees of River Hospital to say thank you for all that they do.





## QUALITY OUTCOMES

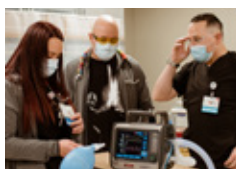
"My mom and dad were patients at River Hospital. We were all pleased with the staff, food, and overall care. It's a tremendous asset to our community and a wonderful peace of mind for us all."

*Barb Bresnahan*  
Alexandria Bay, NY



*"River Hospital staff focused beyond the pandemic and worked together to make sure that patients and residents received incredible care and empathy to help get through difficult times."*

Emily Mastaler  
River Hospital CEO



# IMPROVING HEALTH

## Through Community Partnerships

Enhancing community partnerships is an important component of River Hospital's strategic direction. River Hospital is committed to addressing needs and expanding access to healthcare in our communities. Through partnerships with local organizations that share our vision, our providers and staff provide primary and specialty care beyond the walls of the hospital. In addition, we collaborate with community leaders to design health and care experiences that align with community needs.



### Partnership with Alexandria Central School District

River Hospital Community Wellness Program partnered with the Alexandria Central School District to improve access to mental healthcare throughout the district. This school and mental health partnership was formed to promote mental health, well-being and academic achievement for students, staff, parents, and caregivers.

*Chris Clapper, Alexandria Central School District Superintendent, and Bradley Frey, River Hospital Community Wellness Program Director.*



### Our Behavioral Health Team

The River Community Wellness Program offers outpatient behavioral health services for children/adolescents, adults and those in high-risk occupations.



## Partnership with Fort Drum

River Hospital's Post Traumatic Stress Services Program is the only of its kind in the United States. Through collaboration with the Fort Drum Behavioral Health Service, it provides a safe environment for service members suffering from Post-Traumatic Stress Disorder. River Hospital's trauma services are also available to community members, who may include first responders, firefighters, and law enforcement personnel. The program offers Cognitive Processing Therapy, Group and Individual Therapy, Peer to Peer Therapy, Imaginal and In Vivo Exposure Therapy as well as Psychiatry and Medication Management.

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*Bradley Frey, River Hospital Community Wellness Program Director and Allison Williams, Creative Arts Therapist stands next to River Hospital's Post Traumatic Stress Services reinstated Handprint wall.*



## Partnership with Upstate University Hospital

River Hospital's clinical affiliation with Upstate University Hospital allows the two hospitals to further develop a strong professional and clinical relationship while promoting prevention, wellness and continuity of care in the north country. The partnership with Upstate has allowed River Hospital to expand its offering of specialty services such as colorectal, urology, vascular, and telehealth resources. Increased localized, specialty care provided by Upstate supports River Hospital's patients ability to access essential care close to home.

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*Dr. Robert Corona, CEO of Upstate University Hospital, and Emily Mastaler, CEO of River Hospital, tour the Physical Therapy Department in the new Medical Office Building.*



## DONOR SPOTLIGHT

Local Girl Scout Troop #60608, from Alexandria Bay, delivered homemade treats and sang Christmas carols for the staff at River Hospital.



INNOVATION

# DIGITAL TRANSFORMATION

## *for Upgraded Patient Outcomes*

Each year, we prioritize our efforts to improve operational efficiency and support our strategic objectives. With that in mind, and following our guiding principle of putting patients first, River Hospital is working to implement a singular, integrated electronic health record (EHR) system. After years of using separate systems for patient electronic health records, River Hospital is working to elevate its information systems infrastructure to improve workflows, enhance patient safety, and make it easier for patients crossing among providers to get their care. The EHR transition team is working tirelessly to bring our EHR system up to speed to match the level of care that we are delivering to our patients.

Along with more efficient workflows and eliminating the need to jump from one system to another in caring for patients, the conversion to a new EHR makes it easier to share information among providers and allows patients to have their health record at their fingertips. With this transition, River Hospital patients will move from the current patient portal to an MHealth system. This user-friendly system gives patients power to manage their health and allow them access to lab and imaging results, appointment scheduling, reminders for screenings and more.

## Benefits of an Integrated Electronic Health Records System



1 Boosts Coordinated Care



2 Organizes Essential Information



3 Improves Patient Care



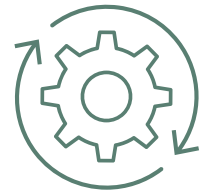
4 Secures Patient Data



5 Improves Efficiency

# CARE INTEGRATION

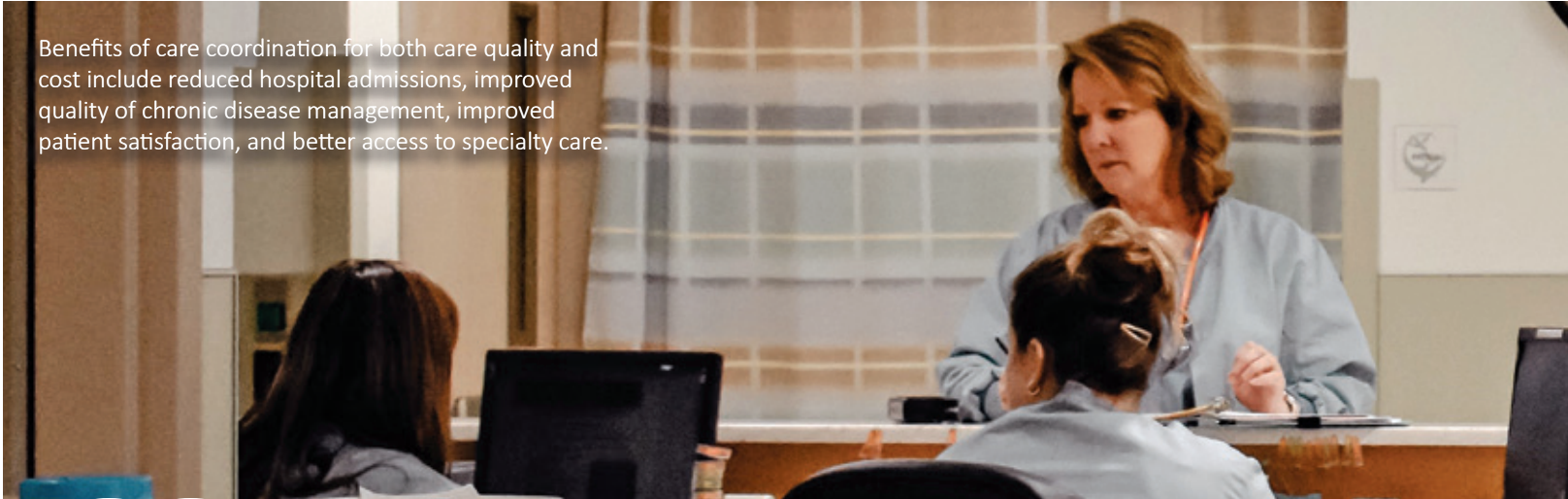
## for Better Outcomes



CONTINUITY

In keeping with its tradition of enhancing the overall health care experience for patients, River Hospital created a position designed to address the accountability surrounding care coordination. Kelly Smith, RN was appointed as River Hospital's first Care Coordinator. Kelly has extensive medical experience and a broad understanding of the many aspects of health care. She serves as an intermediary between high-risk patients and River Hospital's primary care providers. This resource provides an increased access to care through greater focus on the patient, resulting in better services and overall quality of care.

Benefits of care coordination for both care quality and cost include reduced hospital admissions, improved quality of chronic disease management, improved patient satisfaction, and better access to specialty care.



*Our healthcare system can be increasingly complex for patients. I believe that we can improve outcomes for patients by helping them to navigate through all phases of their care. I am pleased to be in a position to help.*

- Kelly Smith, RN | River Hospital Care Coordinator



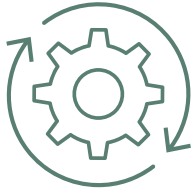
## QUALITY OUTCOMES

My family is so grateful to the River Hospital care coordination team for quickly finding and securing appointments for our daughter. We are very appreciative of their efforts to make what could have been a daunting experience so much easier."

*Juliane Flora*  
Clayton, NY



**+19%**  
*Specialty Care  
Growth in 2021*



CONTINUITY

# GROWING *Specialty Care*

In 2021, River Hospital continued to grow specialty care to provide more healthcare options and services for members of our community. Specialty care encompasses health care services dedicated to a specific branch of medicine—in other words, any health care services not considered primary care. Typically, patients are referred to a specialist by a primary care provider for disease-specific care that requires expert diagnosis and management. Specialty care encompasses many common and serious disease areas, including Cardiology, ENT, Orthopedics, Urology, Gynecology, and many others.



## QUALITY OUTCOMES

"I was experiencing a nagging shoulder pain from an old injury that was keeping me from activities I love the most. I saw my provider at River Hospital who then referred me to Dr. Zahn. Dr. Zahn was able to see me within a few days. He was able to quickly diagnose and treat my issue. I was so thankful that I was able to see a specialist without traveling far from home, and I could resume the activities I love."

*Mary LaVere*  
Clayton, NY

# GROWING *Specialty Care*

## TRANSFORMING WOMEN'S HEALTHCARE

In 2021, River Hospital welcomed Chris Jewett, FNP-C to its women's health team. Working closely with Dr. Ogden, Chris provides female cancer screenings, family planning, diagnostic testing, and treatment for chronic and acute conditions.



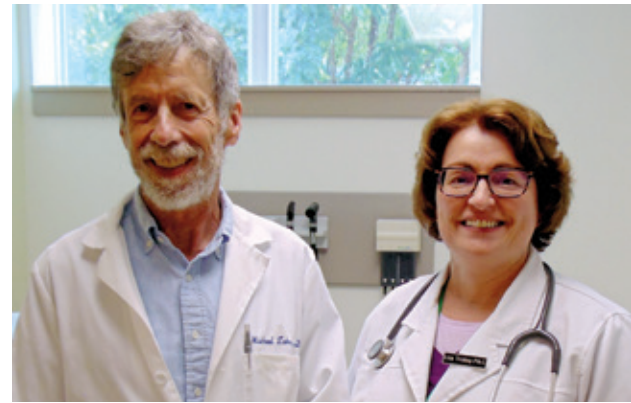
## BROADENING EAR, NOSE & THROAT SERVICES

From the basic to the most complex, our team of Joyce Ndungu, FNP-C and Dr. Schaefer, MD provides every aspect of ENT care. From managing chronic ear infections to performing an advanced procedure to treat hearing loss, we have the resources and skills to give patients the care they need.



## EXPANDING ORTHOPEDIC CARE

River Hospital Orthopedic services have been augmented with the teaming of Dr. Michael Zahn, MD, and Physician Assistant, Lisa Trickey, RPA-C for full-spectrum orthopedic care. If you are experiencing pain in your foot, knee, hip, hand, elbow, neck, or shoulder, we can help. We offer the latest in minimally invasive surgical procedures, including injections and treatments for sports injuries and comprehensive pain management.



## PROVIDING EXCEPTIONAL GENERAL SURGERY CARE

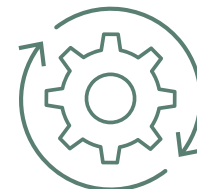
The River Hospital general surgery team of Dr. Chris Brandy, MD, and Joyce Ndungu, FNP-C offers a range of evaluation and surgical treatment services. Our services include the evaluation and general surgical treatments of cancers and other diseases, conditions of the colon, and more.



## GROWING OUR DERMATOLOGY SERVICE

River Hospital welcomed Chris LaPoint, PA-C who is now poised to offer each patient a precise diagnosis and customized treatment plan appropriate to his or her needs, while employing the latest advancements in technology, to minimize the recovery period.



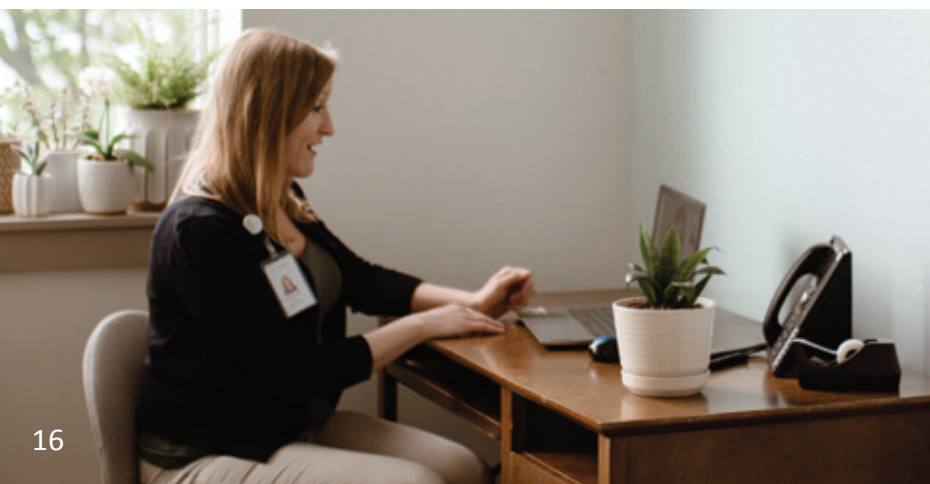


CONTINUITY

## INTEGRATED *Wellness*

Despite a year of challenges forced upon our healthcare systems, providers, and front-line staff in 2021, River Hospital still sought to provide high-quality preventative care through the addition of a new Integrated Medical Director of Primary Care and Behavioral Health. Integrating behavioral health into a primary care setting is a common services integration model. Separate physical and behavioral health systems can lead to fragmented care delivery, poor health outcomes, higher healthcare costs, and duplication of services. Behavioral Health integration can increase access to behavioral health services for rural residents seeking those services and resources.

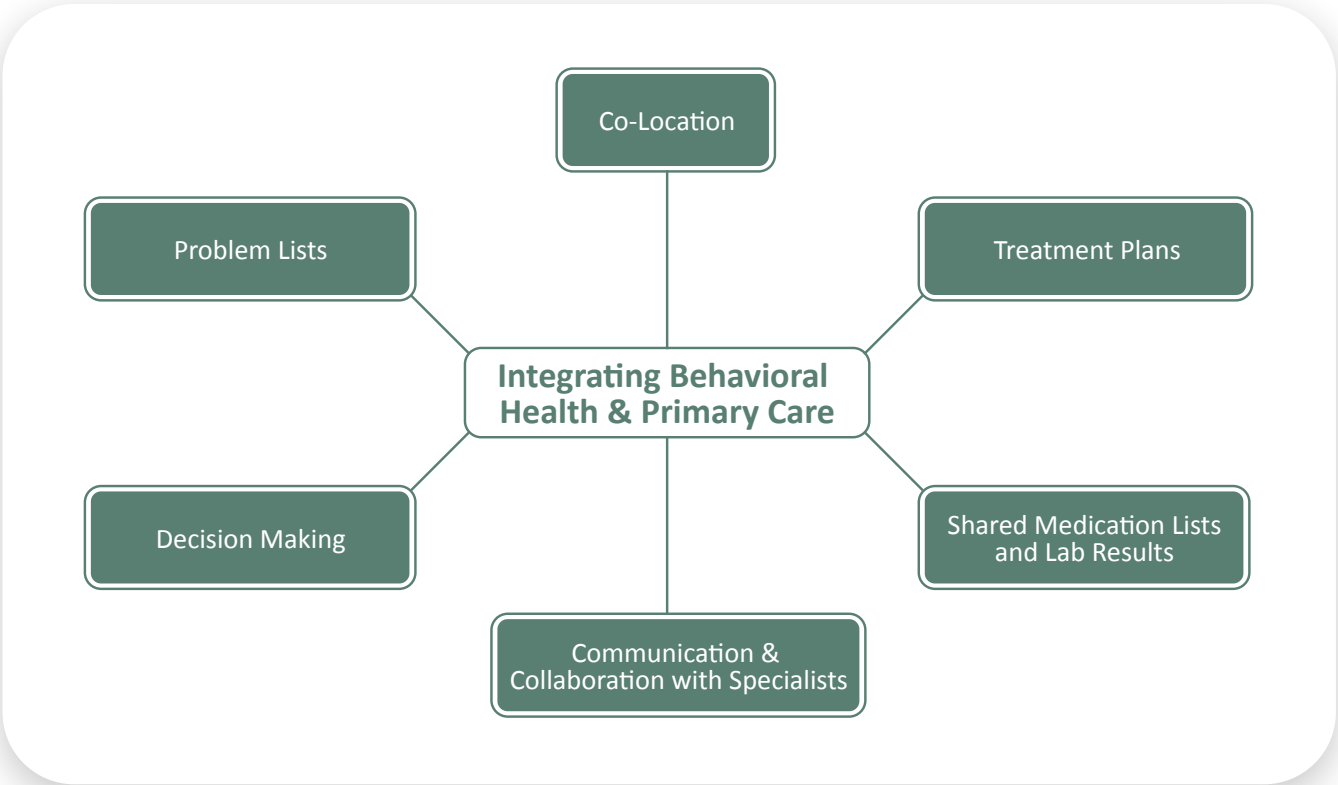
River Hospital operates in an integrated health model, which means that our patients can expect a well-rounded approach to their physical and mental health care. Our integrated services offer the ability to deliver quick evaluations and assessment interventions without the need for a separate mental health referral or a return appointment. Our Integrated Medical Director serves as a bridge between traditional primary care and mental health care and offers the ability to deliver, quick evaluation and assessment or interventions without the need for a separate mental health referral or a return appointment. We value the whole person and understand that treating both the mental and physical needs of each patient in tandem will always result in a more thoughtful approach to healing.



## Telehealth

River Hospital also offers integrated behavioral health care via telehealth. Having behavioral health professionals located within the same walls as our primary care practice enhances the services that can be offered, and expands the reach providers have to patients who otherwise wouldn't be able to easily access mental and behavioral health services.





Our Medical Office Building has co-located services with behavioral health and primary care services in the same building.





*A letter from the Executive Director of Development*  
**Stephanie Weiss**

We've all heard about the benefits of practicing gratitude in our daily lives, and how it can make you a happier and healthier person. Building this into my personal life is an ongoing project, but I feel fortunate that it's such a big part of my professional life here at the Hospital. Every year we end this report with a list of individuals and organizations who have helped support our work and keep the Hospital strong and healthy. Some of those listed on the following pages have supported events like the Polar Bear Dip, when the pandemic forced us to get creative and go virtual. Some are finishing annual pledges that were made to our Capital Campaign years ago and helped us modernize and renovate the Hospital Campus. And some have given to our next big priority, building a lasting and impactful Endowment for River Hospital.

Personally, I am so excited about this Endowment campaign, and I know that giving to this project is different than giving to tangible equipment or buildings. Instead, it's giving to a more stable future for the Hospital itself. When I think about this project, I immediately think about the scores of dedicated individuals who have worked tirelessly to save River Hospital for decades. Re-founding it, re-building it, advocating for it at the State level, building community support to help stabilize operations, dedicating their professional lives to it. Today, our ability to look forward to the future represents an incredibly significant moment for the Hospital, and for the generations of Hospital advocates before us. It means that our collective work has finally positioned the Hospital to be able to prioritize future sustainability, increasing the likelihood that our beloved Hospital will always be here for our community.

This is why our Endowment Campaign is so important to me, because it represents the future of River Hospital. And of course, this moment would not be possible without the incredible work of past supporters getting us to this point. And for that, I am grateful every day. However you choose to support River Hospital, we want to say thank you. We wouldn't be here without you.

A handwritten signature in black ink, appearing to read 'Stephanie Weiss'. The signature is stylized and fluid, with a large loop at the end.

Stephanie Weiss  
*Executive Director of Development*



## 2021 Endowment Giving

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

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

*Phil & Nancy Amsterdam  
Robert Bach & Laurie Liechty  
Dani Baker  
Jean Berry  
Alfred Bremer  
Scott & Lynn Brown  
Marcia Calabrese  
John & Sally Cardamone  
Richard & Anne Casali  
Jeffrey & Priscilla Cashmore  
Cerow Agency, Inc.  
Duane Chalk  
Charles Garlock & Sons, Inc.  
Peter Duffy  
Mimi Dundon*

*Peter & Mary Eckstein  
Beth Farougi  
Reed & Chelsea Fuller  
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Katharine Goodwin  
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Kathleen Morris  
Cyril & Dr. Marlene Mouaikel  
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Patrick & Kim Murphy  
Lee Murray  
Northern New York Community  
Foundation  
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*Philip & Katharine Pennington  
Brian & Alexis Powers  
Ron & Judy Randall  
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Wayne C. Strauss  
Dr. James & Lori Tague  
Anthony Tarzia  
Andrew & Stephanie Textor  
The Schwalm Family  
Dan & Luran Throop  
Gregory Topping  
Robert & Betty Lou Vrooman*

# 2021 RIVER HOSPITAL DONORS

## River Hospital MACSHERRY BUILDING

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, 2021 to December 31, 2022

Names in bold are members of the Custis Society, donating over \$5,000 cumulatively to River Hospital.

1000 Island Chapter Antique  
Classic Boat Society

4 Green Power Systems, LLC

A. W. Collins Corp.

William & Brenda Abrams

Bill & Linda Adams

Eileen Adderley

Dr. Ravinder & Barbara Agarwal

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Air Methods

Alex Lyon & Son Sales Managers  
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**Alexandria Lodge 297 F & A  
Masons**

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Alltech Integrations

Amazon Smile Foundation

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**Anchor Development LLC**

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Laura Archie

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Karen Armijo

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Post 1757

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**Robert Bach & Laurie Liechty**

Bach & Co.

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Deborah Bailey

Judy Bailey PhD

**Dani Baker**

Neil Baker

Alvin & Brenda Baker

Kathryn Banse

Joyce & Terry Barnes

Danielle Barnett

Harry & Diane Barnett

Elizabeth & Emilie Barrigar

Tanya Bartholomew

Maggi Bartlett

Darin & Amy Barton

Jackie Barton

Robert Bastian Jr.

Elizabeth Bates

**BCA Architects & Engineers**

Frank & Wink Beadel

Beamish Eel Bay Partnership

Cindy Beattie

Mindi Beebe

Carla Beecher

Debra & Will Benton

**George & Sally Benvegno**

MJ & Maureen Benz

**Jean Berry**

Don & Brenda Berry

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Allen & Susan Blum

Gerald & Vera Boehm

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Barbara Brown

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Brianna Burnham

**John & Dr. Harriet Burris**

Janet & Jon Burrows

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John Burtch

Anne Burtch Spaziani

Jen & Steven Bushey

Deborah Bushnell

William E. Cain

**Marcia Calabrese**

Richard Calabrese Jr.

Richard Company

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**John & Sally Cardamone**

Tom & Irene Carman

Rachel Carmon

Terry & Margaret Carper

Charles Carter

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**Ron & Anna Casciano**

Doug Case

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Roger Catlin

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**Connie Cavallario**

Cavallario's Steak House

**Jason Centolella**

**Centolella Law, P.C.**

**Central New York Community  
Foundation**

**Cerow Agency, Inc.**

**Duane Chalk**

Sandra Chaltain

Jacqueline Chaltain

**Narendra & Devina Changkakoti**

Joan Channell

**Charles Garlock & Sons, Inc.**

Emily & Matt Chase

Ann Cheney

William & Patricia Childs

James & Nancy Chiras

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**Chubb Charitable Foundation**

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Citizens Bank of Cape Vincent

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Clay Clemons

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Celia Cook

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Kevin & Diana Corbisley

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