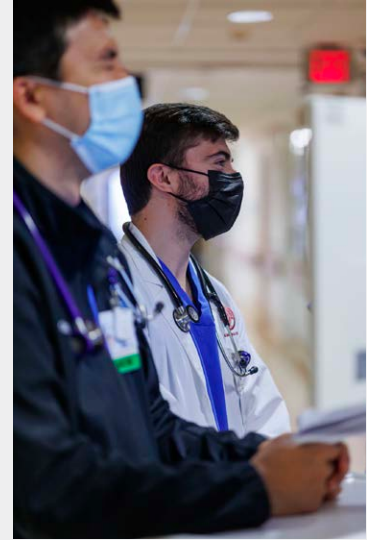


# Building the Future of Rural Healthcare

Bassett Healthcare Network  
2022 Annual Report



Bassett Healthcare Network



# WELCOME TO Bassett Healthcare Network

## Mission

Improving the health of our patients and the well-being of our communities.

## Vision

Through advanced integrated clinical services, education, and research, we aspire to be a model of excellence for health, creating remarkable patient experiences and better living.

## Values

### **COURAGE**

- We embrace challenges and quickly develop innovative approaches to change.
- We speak up and are heard when we have concerns or suggestions.
- We display the highest levels of professionalism, integrity, respect, and personal responsibility.

### **UNITY**

- We are role models of equity and inclusion in our organization and in our communities.
- We embrace our diversity and are better because we are “different together.”
- We are One Bassett. We work across departments and organizations as one team.
- We are strongly committed to the well-being of every caregiver and practitioner.

### **EXCELLENCE**

- We provide every patient with an exceptionally safe, high quality and positive experience.
- We offer outstanding educational experiences for future healthcare professionals.
- We conduct innovative research that leads to better care and health in our rural communities.

# A MESSAGE FROM

## Dr. Tommy Ibrahim, President and CEO, and Doug Hastings, Board Chair

### Bassett Healthcare Network

Bassett Healthcare Network is exceptional for many reasons. Our mission is to improve the health of our patients and the well-being of our communities. Though 2022 was marked by challenges, Bassett strengthened its foundation and moved forward with innovation and resilience, embracing change as an opportunity to better serve our patients.

Bassett has always had a spirit of pioneering and a commitment to scientific advancement. Throughout our history, we have been acknowledged as a thought leader in rural healthcare. But more importantly, we seek to turn thought into action and serve our patients through teamwork and an all-hands-on-deck approach.

The headwinds in healthcare (and specifically rural healthcare) are serious, but through experience we have learned that some of the very elements that have conventionally been regarded as disadvantageous to rural systems like ours — wide geographic areas, scarcity of hospital beds, geographic maldistribution of doctors, and more — may, in fact, turn out to be advantages in a digital health age. Out of necessity, rural systems may be leaner, have less red tape, and be

more agile than our urban and suburban counterparts. As rural providers, we have a sense of urgency to bring new thinking to existing operating models, care delivery systems, and sites of care, along with an openness to pioneer emerging digital technologies.

Bassett is building infrastructure and mission-driven partnerships to bring the benefits of digital health to our patients. Through digital technology, Bassett patients now have direct connections to a broad array of Columbia University cardiovascular specialists in Manhattan, placing Bassett at the forefront of both rural healthcare and advances in digital medicine. Also in 2022, Bassett and Andreessen Horowitz (a16z), a venture capital firm, announced a strategic partnership to leverage the most advanced healthcare technologies from a16z's portfolio companies to address the challenges of delivering high quality healthcare to rural patient populations.

Bassett is constantly evolving to meet the changing needs of the people and the region we serve. Bringing advanced care to our rural communities is central to our mission. While planning for the future, we are



continuing to expand patient options by instituting breakthrough cancer treatments, promising clinical trials, and advanced robotic surgical technologies.

We know that our caregivers are our greatest asset. Bassett has invested over \$50 million into our workforce through bonus payments and wage enhancements, rolled out new leadership development programs, and implemented advanced technology to improve workforce and patient safety. Through our partnership with Case Western Reserve University, we supported our nursing leaders in earning doctoral degrees. In alliance with Hartwick College in Oneonta, we are supporting our caregivers in earning nursing and nursing education

degrees. Additionally, in collaboration with Columbia University's Business School, Bassett has begun a cohort program for its leaders to earn a certificate in executive leadership.

2022 marked our hundredth year of fostering healthy rural communities. We are committed to positioning Bassett for long-term success by building a resilient system that will thrive as we move forward into our second century. We believe we can transform and redesign the healthcare delivery model for rural communities in a way that will reduce persistent healthcare disparities and improve patient outcomes, not just in our own backyard, but throughout rural America, as we transform thought into action.

Wishing you good health and wellness,



Tommy and Doug



**Tommy Ibrahim, MD, MHA**

President & CEO  
Bassett Healthcare Network



**Doug Hastings**

Chair, Board of Directors  
Bassett Healthcare Network

# 2022 Awards, Accreditations, and Recognitions

Throughout 2022 and across our network, Bassett has received well-deserved recognitions, awards, and accreditations.



## Bassett's Northeast Center for Occupational Health and Safety Awarded Funding for Five More Years

These funds will ensure the organization continues its mission of researching solutions to prevent occupational injury and illness among farming, forestry, and fishing industry workers through 2027.



## 54 Bassett Primary Care, Pediatric, and School-Based Health Center Practices Sustain their Patient-Centered Medical Home Recognition

The patient-centered, culturally appropriate, and team-based approach has been associated with effective chronic disease management, increased patient and provider satisfaction, cost savings, improved quality of care, and increased preventive care.

## Bassett's School-Based Health Program Receives Excellus BCBS Grant to Fund Telehealth Expansion

The \$5,000 funding contributed to Bassett's School-Based Health telehealth expansion, including telepsychiatry visits, medication follow-ups for ADHD and depression, concussion clearance, and management of chronic illnesses like asthma.



## Bassett Healthcare Network Named to Forbes Best-in-State Employers List for 2022

This prestigious recognition was based on survey results from approximately 70,000 Americans working for companies in the USA that have more than 500 employees.



## Bassett Medical Center's Midwifery Program Honored Nationally for 'Innovative and Compassionate' Care

The honor recognizes Bassett's 35-year history of providing midwife care to the families of Central New York.



## Bassett Medical Center Nationally Recognized for Commitment to Providing High-Quality Stroke Care

Bassett’s Stroke Gold Plus Award® recognizes its commitment to ensuring stroke patients receive the most appropriate treatment according to research-based guidelines, ultimately leading to more lives saved and reduced disability.

## Bassett Healthcare Network Advances Support of Parents and Children with New Grant from the Mother Cabrini Health Foundation

This \$125,000 grant was designated towards establishing Bassett’s Parental Support Program that combines family mental and emotional health with traditional pediatric care in an effort to more comprehensively meet family needs.



## Bassett Medical Center Receives Award for Providing Excellent Lactation Care

The award recognizes Bassett Medical Center for consistently staffing professionals who hold the prestigious International Board-Certified Lactation Consultant® (IBCLC®) certification, providing a lactation program for families that protects, promotes, and supports breastfeeding.

## Cobleskill Regional Hospital Sleep Lab Reaccredited by the American Academy of Sleep Medicine

This accreditation confirms that Cobleskill Regional Hospital’s Sleep Lab, which sees between 800 and 900 patients a year, follows all AASM’s guidelines — the gold standard of the field.



## A.O. Fox Hospital Nationally Recognized with an “A” Leapfrog Hospital Safety Grade

The national distinction recognizes A.O. Fox Hospital’s achievements in protecting patients from preventable harm and error in the hospital.



## Bassett Receives \$82 MILLION Scriven Foundation Grant to Support Improved Access to Care and Key Investments in Staff

“The organization’s tremendous footprint connects many thousands of patients with care who otherwise would not have access. I am proud of the critically important work Bassett has accomplished over more than 100 years – and continues to build upon – in rural medicine,” says Jane Forbes Clark, Chair of the Bassett Medical Center Board of Directors, and President of the Scriven Foundation. The investment is bolstering resources, benefits, and recruitment efforts for Bassett’s clinical workforce.



# 2022 Accomplishments

2022 was a year of great accomplishments to benefit our patients, our communities, and our caregivers.



**Bassett Healthcare Network**



**COLUMBIA**

**COLUMBIA UNIVERSITY  
IRVING MEDICAL CENTER**

## **Columbia University, Bassett Healthcare Network Enter Groundbreaking Partnership to Advance Cardiovascular Digital Medicine & Clinical Services**

Through digital technology, Bassett patients now have direct connections to cardiovascular specialists in Manhattan. This innovative collaboration is built on the foundation of Columbia's nine decades-long affiliation with Bassett as a teaching hospital and medical school campus.

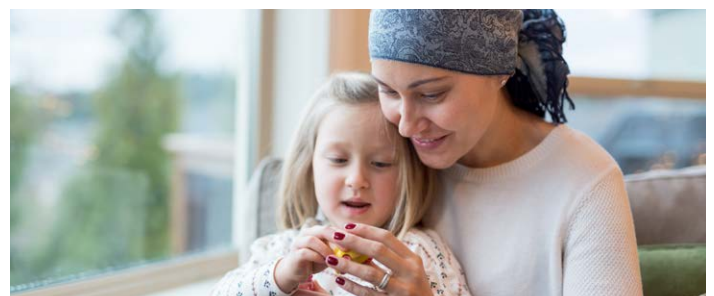


### **Bassett Expands Options to Offer Advanced Robotic-Assisted Gastric Bypass Surgery**

Bassett Healthcare Network has expanded its services to include technologically advanced robotic-assisted Roux-en-Y gastric bypass surgery as a weight-loss surgery option. "We can innovate in rural hospitals and improve the outcomes of our patients with excellent results," says Dr. Joon Shim, Attending Surgeon & Program Director, General Surgery Residency Program at Bassett.

### **Bassett Healthcare Network Begins Offering Lutathera—the First in a New Family of Cancer Treatments**

Lutathera™ is a breakthrough pharmaceutical radiation therapy that targets certain endocrine tumor cells directly, dramatically improving outcomes for patients and marking a new paradigm in cancer treatment.







## Andressen Horowitz Bio + Health Fund and Bassett Healthcare Network Leverage Digital Health to Address Rural Healthcare Needs

This collaboration will leverage digital healthcare technologies from a16z’s portfolio companies to address inequities and systemic challenges in rural healthcare delivery – broadly reimagining how digital health solutions may transform rural healthcare delivery.



## Bassett Healthcare Network Invests Nearly \$50 MILLION in Compensation Increases for its Workforce

Following a full compensation assessment for all Bassett caregivers across eight counties, this nearly \$50 million investment resulted in wage adjustments that are competitive across New York State.



## Bassett Healthcare Network Partners With New York State Donate Life Registry

Donate Life’s registration forms are now accessible through Bassett’s website, allowing patients, caregivers, and community members to register and become organ, eye, and tissue donors.

## Bassett Healthcare Network Champions Healthy Rural Communities with Distinctive License Plate Legislation




Bassett proposed innovative legislation to Albany lawmakers to provide funding to help overcome critical rural health disparities – the unique license plate, if approved by the New York State Assembly and Senate and signed into law, would significantly raise public awareness about the growing crisis in rural healthcare while providing funding.

## Bassett Healthcare Network Responds to Violence Against Healthcare Workers by Implementing Strongline Staff Safety System to Protect Caregivers Across Eight-County Service Area



As workplace violence in healthcare settings rose nationally in 2022, Bassett employees received personal alert buttons to summon nearby colleagues and security teams to quickly de-escalate incidents. The network also launched a comprehensive workplace violence public awareness campaign.



Dr. Olayemi Racheal Jafojo  
Senior Attending Physician at Bassett's  
Cobleskill Health Center

## Our Caregivers

The hard work, innovation, and compassion of Bassett's caregivers are the foundation of everything Bassett does to serve its patients and communities. In 2022, Bassett invested heavily in its workforce. The network fulfilled nearly \$50 million in pay increases after a full workforce compensation analysis.

To advance workplace safety, Bassett implemented a Strongline alert system and launched a workplace violence public awareness campaign. Finally, recruitment has been an accelerated priority to build up work teams despite the national healthcare worker shortage.

**AMERICA'S  
BEST-IN-STATE  
EMPLOYERS**

**Forbes  
2022**

POWERED BY STATISTA



*"We were humbled and grateful to learn that Forbes named Bassett to its 'Best-in-State Employers List' for 2022. Knowing our employees are consistently recommending Bassett as a best place to work is meaningful. This is amazing news not only for the talented caregivers who serve our organization, but also for the patients who rely on us for care across Central New York."*

Christine Pirri, MS, SPHR, SHRM-SCP  
Chief of Workforce Solutions

# Our Commitment to Safety and Quality

*“All of Bassett Healthcare Network’s hospitals can now not only provide essential emergency stroke care when time is of the essence, but also have Bassett Medical Center in Cooperstown ready to receive transferred patients when higher level care is needed. Between our neurologists on staff and a telehealth partnership with Strong Memorial Hospital in Rochester, our patients have access to on-call neurology specialists 24/7.”*

**Jo-Ann Vass, RN**  
Stroke Program Coordinator



*“We added robotic-assisted gastric bypass surgery to our care options in 2022. Like our other robotic-assisted surgeries, this enables surgeons to make smaller incisions resulting in faster recovery, less postoperative pain, and shorter hospital stays. We can innovate in rural hospitals and improve the outcomes of our patients.”*

**Joon Shim, MD, MPH**  
Attending Surgeon, Program Director,  
General Surgery Residency Program



Serving an area with high cardiovascular disease rates has made providing excellent, centrally located stroke care a top priority for Bassett. In 2022, Bassett Medical Center completed the rigorous process of earning the Joint Commission’s Gold Seal of Approval® and the American Stroke Association’s Heart-Check mark for Primary Stroke Center Certification. Similarly, expanding robotic surgery results improved patient outcomes.





# Experience and Access

Digital health is transforming the way that health systems deliver reliable, excellent care to rural communities. Building on the success of its pediatric telepulmonology program with the University of Rochester, new arrangements with Columbia University allow Bassett patients to connect directly with specialized cardiologists in Manhattan from their local clinics. Through an alliance with Andreessen Horowitz (a16z) Bassett has access to the latest advances in healthcare technologies to enhance patient experiences and improve outcomes.



*“For many patients, telehealth appointments from home can result in safer, faster, easier, and more comprehensive care. After years of developing its telehealth strategy, rapid advancements in the field during the COVID-19 pandemic are launching Bassett’s telehealth capabilities to new heights.”*

**Henry Knoop IV, PA**

Associate Chief Clinical Officer,  
Chief Advanced Practice Officer,  
Associate Chief Medical Information Officer

*“For me, the potential digital health holds is not on the magnitude of solving one – or even many – discrete problems, or even fixing a broken system. It’s about fundamentally redesigning and transforming medicine to meet the unique challenges of the current moment and of rural health.”*

**Tommy Ibrahim, MD, MHA**  
President and CEO

# Learning and Discovery

*“Students in the Columbia-Bassett Medical School Program receive health education in the best of two worlds – New York City’s Presbyterian Hospital and Cooperstown’s Bassett Medical Center. The contrasts of settings and patient populations merge in the single mission of learning to help people in their pursuit of health.”*

## **Henry Weil, MD**

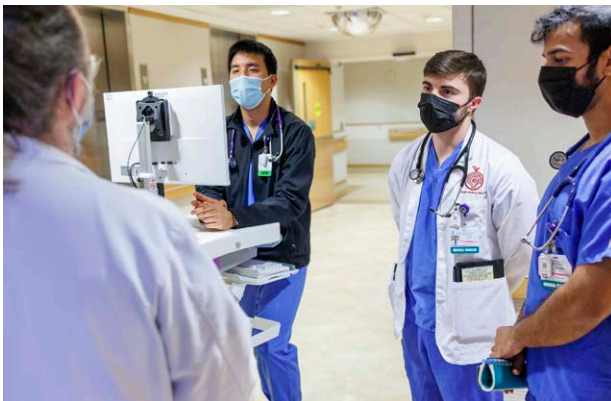
Senior Vice President,  
Chief Clinical & Academic Officer,  
Chief Operating Officer



*“Over the last two years, Bassett has brought Pluvicto™ and Lutathera™ to Central New York. Both are radiopharmaceuticals—a new and rapidly growing class of powerful, targeted cancer therapies. In 2022, Bassett was identified as a clinical trial site for a breakthrough investigational cancer treatment called Alpha DaRT™. These three advanced therapies are bringing hope to patients who need it and advancing the field for a brighter future.”*

## **Timothy Korytko, MD**

Chief Radiation Oncologist,  
Bassett Cancer Institute



Healthcare is constantly changing as medical science advances and patient needs evolve. Bassett caregivers find that they can reap the greatest benefits for their patients through active engagement with these changes. This includes expanding their knowledge, shaping their fields, and training future practitioners.







# Stewardship and Affordability

Bassett is entrusted with financial and economic as well as medical responsibilities. First and foremost, Bassett must provide patients with care that is affordable. It is also a major employer within its Central New York communities. Bassett is committed to using its resources efficiently to the maximum benefit for our communities.



*“At Bassett, we are intensely focused on what we can control, first and foremost. We’re making sure we are operationally disciplined and leaving no room for inefficiency. We’ve consolidated leadership structures, integrated back-office functions, standardized key workflows to eliminate waste, and looked to partners to help accelerate advancements in areas we see as non-core competencies, freeing us up to focus more on what we do best: taking care of patients.”*

**Tommy Ibrahim, MD, MHA**  
President & CEO





# Community Benefits and Investment

*“Bassett’s School-Based Health Centers (SBHCs) overcome transportation challenges that would otherwise result in school absenteeism or parents missing work. The philanthropic support means young people get care regardless of income or insurance. In short, SBHCs are often more than just the clinic where kids get their medical, dental, and mental healthcare – they are the reason our children get the care they need at all.”*

**Chris Kjolhede, MD, MPH**

Co-Director of Bassett’s School-Based Health program, Attending Pediatrician, Research Scientist

*“The farmers, fishers, and loggers served by The Northeast Center (NEC) and New York Center for Agricultural Medicine & Health (NYCAMH) work extraordinarily hard at jobs that are as risky as they are essential. Our research—now funded by the National Institute for Occupational Safety and Health through 2027—identifies new and improved user-friendly, evidence-based solutions to their constantly evolving challenges. Helping them do their jobs safely improves life for all.”*

**Julie Sorensen, PhD, MA, BA**

Director of Bassett’s Northeast Center for Occupational Health and Safety (NEC), New York Center for Agricultural Medicine and Health (NYCAMH)



Bassett community benefits start—but do not end—with the 712,528 professional visits it provided patients in 2022. As a large regional employer, Bassett is also part of the area’s economic vitality. Bassett has programs focused on meeting the unique needs of its rural communities. This includes the largest rural school-based health program in New York State and the New York Center for Agricultural Medicine and Health (NYCAMH).

# Financial Impact on Our Communities

## Economic and Community Benefits



**\$1,357,000,000**  
Economic activity



**8,200**  
Jobs generated



**\$475,000,000**  
Payroll expenditures



**\$177,000,000**  
Tax dollars generated



**\$95,000,000**  
Community benefits and investments

### Patients Served

**1,100,000**  
Outpatients provided care

**68,000**  
People treated in the emergency room

**12,000**  
People admitted to hospitals

**1,000**  
Babies delivered

### State and Federal Funding

**57%**

**Reimbursement from Medicare and Medicaid**  
At this system, 77% of inpatient discharges and 64% of outpatient visits are covered by Medicare and Medicaid.

The data listed above was last updated in January 2023. Source: Healthcare Association of New York State (HANYs).

# Executive Leadership



**Tommy Ibrahim, MD, MHA**  
President & CEO



**Staci Thompson, MHA, FACMPE**  
Executive Vice President,  
Chief Operating Officer



**Angela Belmont, DNP, RN, NEA-BC**  
Senior Vice President,  
Chief Nursing Executive



**Lisa M. Betrus, MBA, LNHA**  
Senior Vice President,  
Chief Strategy & Value Officer



**Deanna Charles, MHA**  
Senior Vice President,  
Chief Ambulatory &  
Transformation Officer



**Jeffrey H. Morgan, MBA, CPA, FACHE, FHFMA**  
Senior Vice President,  
Chief Financial Officer



**Paul Uhrig**  
Senior Vice President,  
Chief Legal & Digital Health Officer



**Henry F. Weil, MD**  
Senior Vice President,  
Chief Clinical & Academic Officer

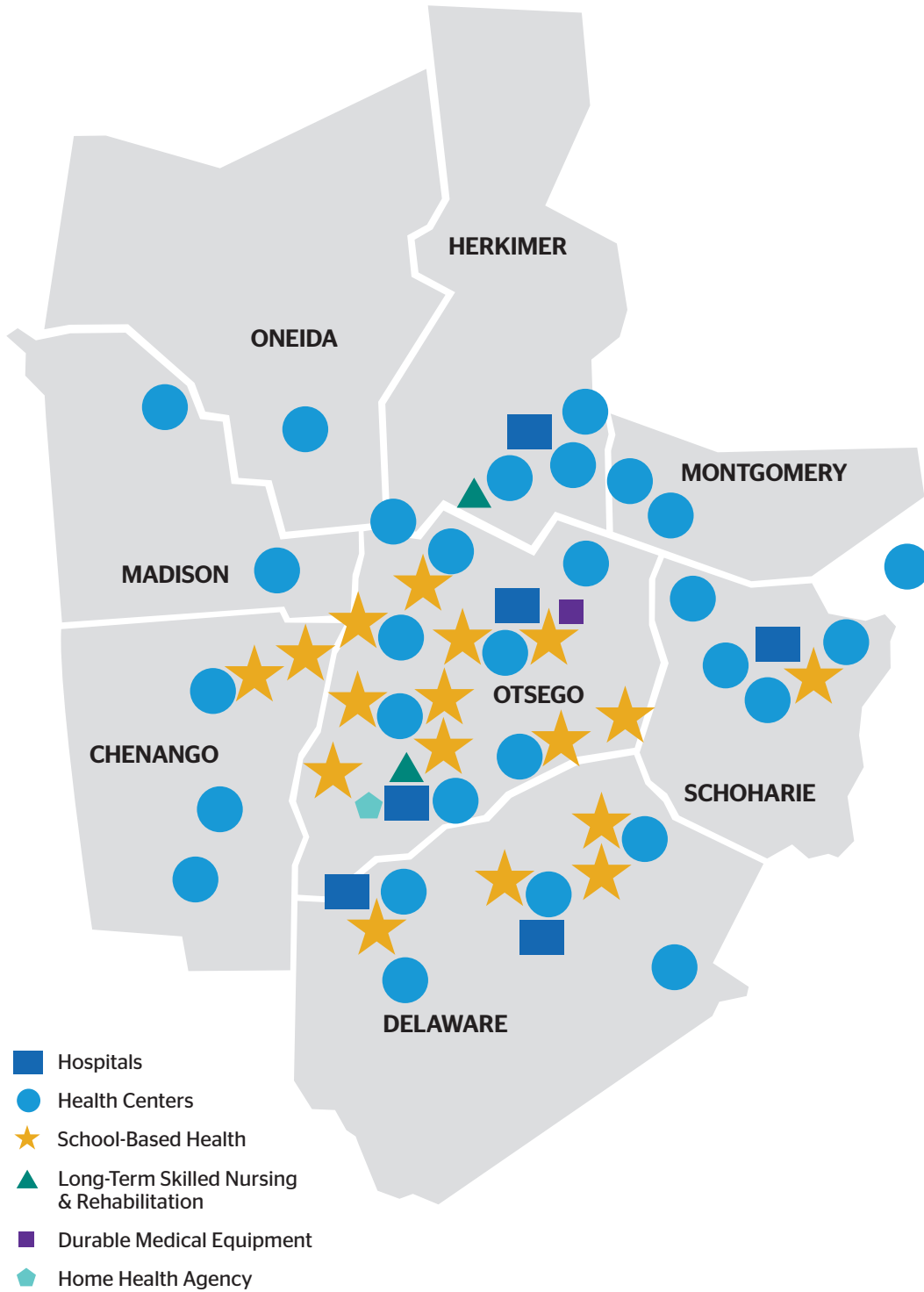


**Michael Thompson, MS, MBA**  
Vice President, Chief of Staff  
& Systems Improvement





# Bassett Healthcare Network



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