

A stylized orange tree graphic is positioned on the right side of the cover, set against a teal background. The tree's branches are composed of thick, expressive brushstrokes, giving it a hand-painted appearance. The trunk is a solid orange vertical line. The overall design is modern and artistic.

2021

ST. CHARLES HEALTH SYSTEM

Annual **Report**

BEND | REDMOND | PRINEVILLE | MADRAS | SISTERS | LA PINE



Like the evergreen trees of a Pacific Northwest forest, St. Charles caregivers have shown incredible resilience in the face of adversity. The health system has been battered by the ongoing storm of the pandemic, but we continue to stand strong to ensure we can be a shelter and place of healing for all those in need of care.



While all of us at St. Charles Health System had hoped we would be able to put the COVID-19 pandemic behind us in 2021, it turned out to be a much harder year of the pandemic in Central Oregon than 2020. We experienced a huge surge of patients in the late summer and fall when the number of Delta cases topped anything we had seen previously. As I reflect on that time, my heart goes out to the families of so many loved ones who were lost.

Throughout the many months of that surge and the Omicron surge that followed closely behind, our caregivers rose to the challenge again and again. As you'll see in the following pages, we cared for a tremendous number of very sick patients in 2021 while also leading the way in providing vaccinations against COVID-19 with our partners at the Deschutes County

Fair & Expo Center. We provided drive-through COVID-19 testing, launched innovative new therapies and also continued to focus on non-COVID health care needs for those we serve.

Our patients and community are at the forefront of every decision we have made related to the pandemic, and they will continue to be as we begin to find our way out of it through new and different challenges.

Thank you, as always, for being part of the journey in our quest to achieve our vision: Creating America's healthiest community, together.

Sincerely,

Joe Sluka
President and CEO
St. Charles Health System

2021 BOARD OF DIRECTORS

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Joseph Sluka, MBA
John Terhes, MD, FACS

ST. CHARLES HEALTH SYSTEM

EMPLOYEES: 4,678 | VOLUNTEERS: 400

ACTIVE MEDICAL STAFF: 603

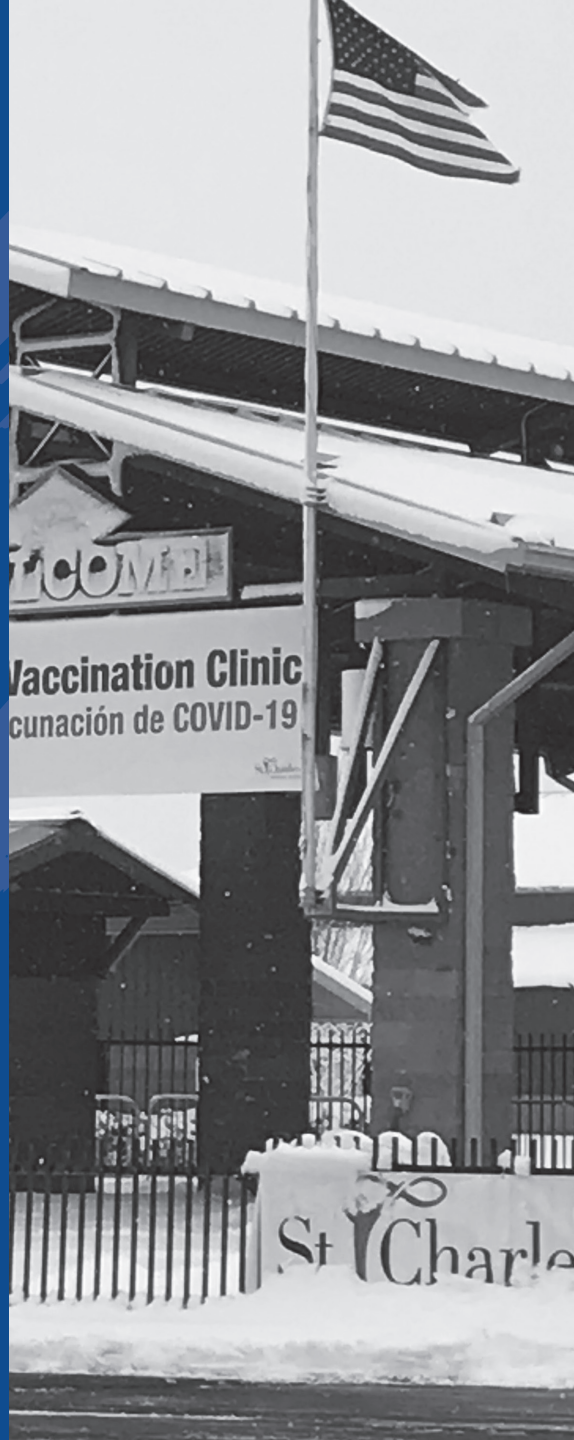
While the COVID-19 pandemic continued to dominate St. Charles caregivers' time and attention throughout 2021, our teams also continued their commitment to quality patient care in every setting. And we achieved some incredible accomplishments.

The Bend and Redmond hospitals received an A grade from LeapFrog based on their performance on many patient quality metrics. The St. Charles Clinical Practice and Professional Development department received the Lighthouse Award from RQI for its implementation of a new type of CPR training.

The health system won a CHIME Digital Health Most Wired recognition for its outstanding Information Technology efforts.

St. Charles Bend was named the third best hospital in the state of Oregon by U.S. News and World Report, while St. Charles Madras achieved third in the nation for its inclusive care. And the health system received its second "top performer" ranking from the Healthcare Equality Index for its work to support the LGBTQ+ patient community.

Thank you to all St. Charles caregivers who helped make these and many more accomplishments possible.



ACTIVITY GOALS*

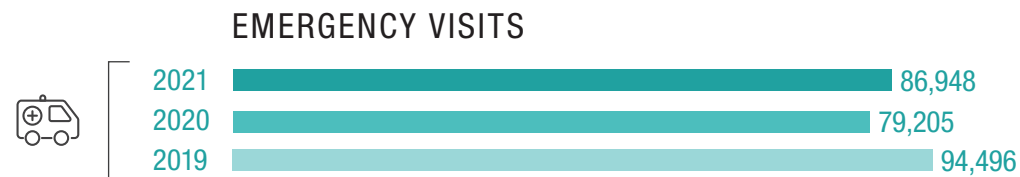
St. Charles Bend	\$1,758,209
St. Charles Redmond	\$546,624
St. Charles Prineville	\$276,733
St. Charles Madras	\$402,498
Total Community Benefit	\$2,984,064

COMMUNITY BENEFIT DOLLARS*

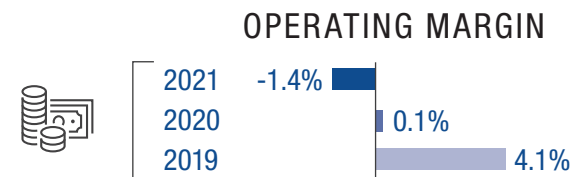
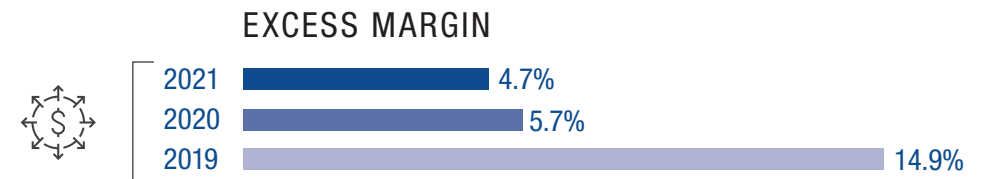
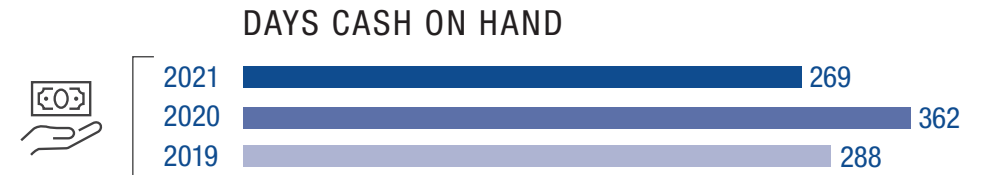
Charity Care at Cost	\$14,327,724
Medicaid Shortfall	\$59,616,876
Medicare Shortfall	\$110,474,441
Other Public Programs	\$18,275,321
Total Un-reimbursed Care	\$202,694,362
Total Community Benefit	\$2,984,064
Total Benefit	\$205,678,426

* these figures are from fiscal year 2020

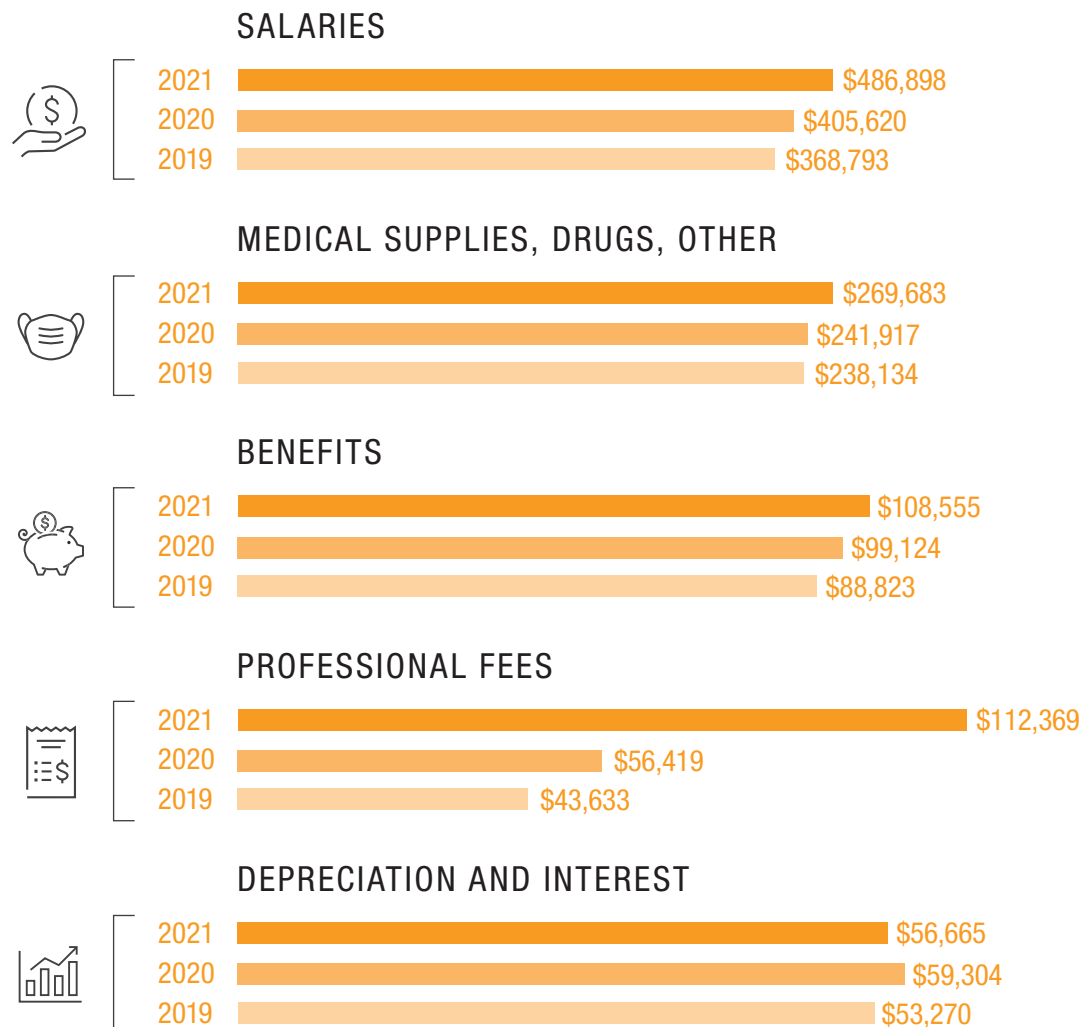
CLINICAL STATISTICS



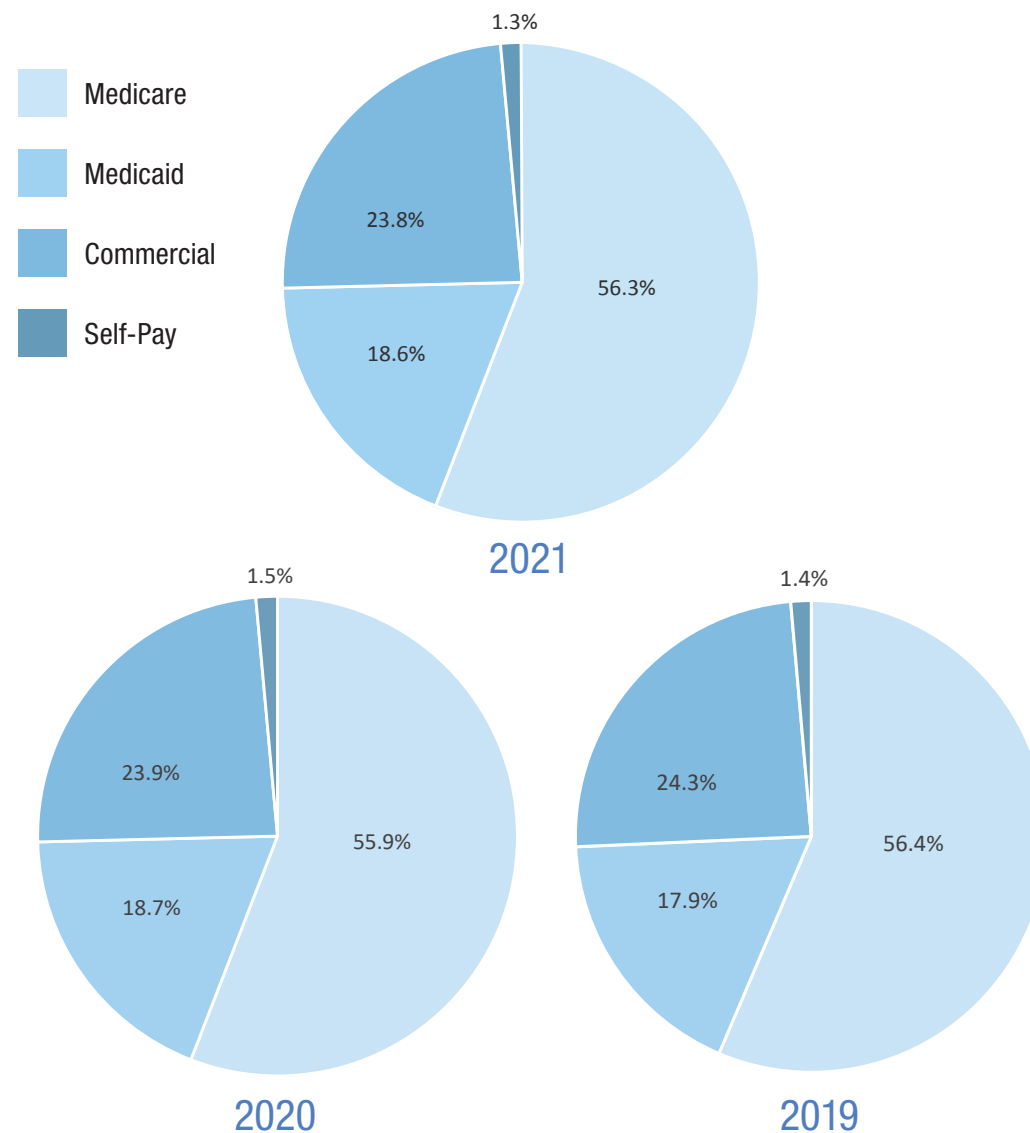
FINANCIAL SUMMARY



OPERATING EXPENSES (IN THOUSANDS)



PAYER MIX



ST. CHARLES BEND CAMPUS



LICENSED BEDS: 292 | EMPLOYEES: 3,849* (*incl. Sisters, La Pine, Home Health/Hospice and System-level)

A simple change in practice is making a big difference in environmental sustainability at St. Charles Bend, thanks to a group of providers and caregivers dedicated to the cause.

Desflurane is one of two gases most commonly used as a general anesthetic for human beings. The other is called sevoflurane. Both are inhaled by patients, who only metabolize less than 5% of the gas. The rest is exhaled into the operating room, where a ventilation system pumps it out of the hospital into the atmosphere.

Inhaled anesthetics are potent greenhouse gases. Up to 5% of all health system-related greenhouse gas emissions – and 50% of emissions from surgical services – have been attributed to inhaled anesthetic pollution.

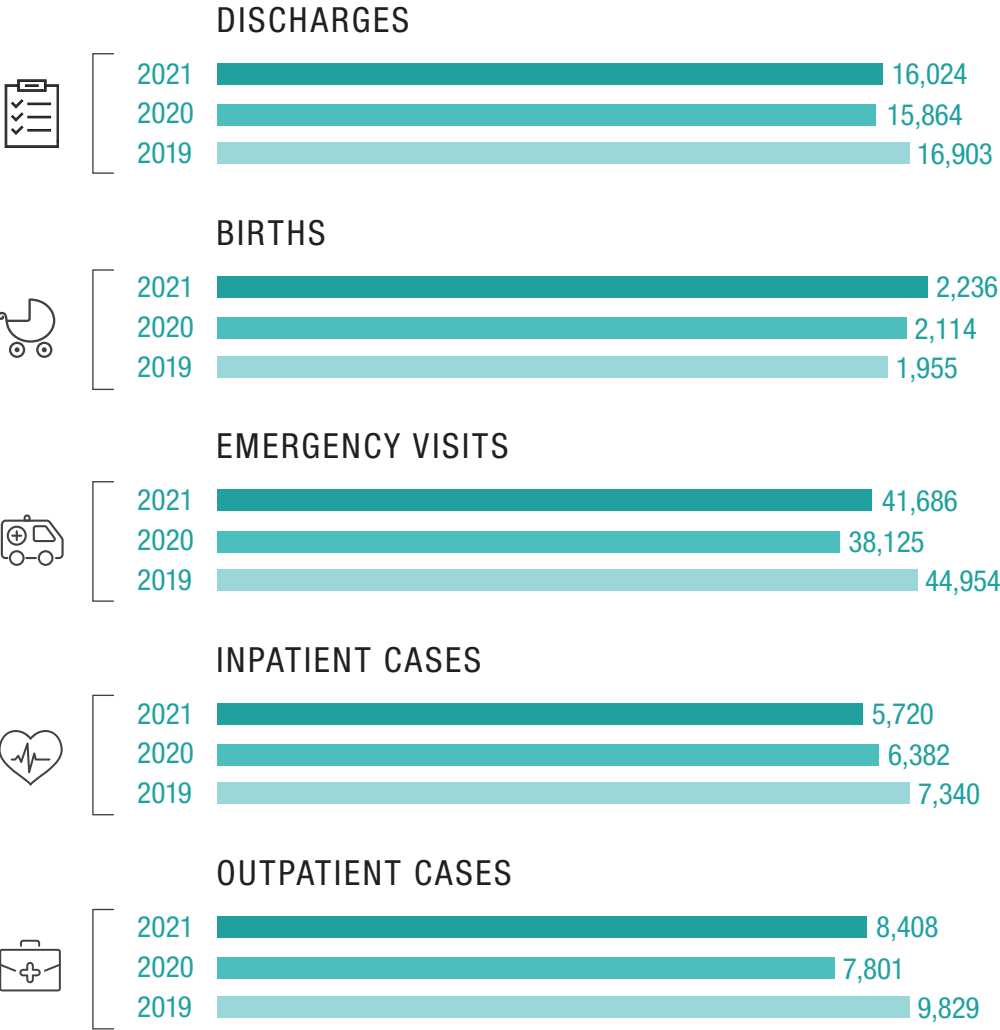
“Studies show that desflurane is horrendous for the environment, and there are things we can do to change that,” Dr. Holly Graham, an anesthesiologist with Bend Anesthesiology Group, said. “There’s so much evidence behind it that we felt like this would be a good place to start as far as trying to make a difference.”

In recent years, many providers at BAG have preferentially used desflurane, Graham said. Given the environmental detriment of the gas, she and BAG’s environmental committee targeted the issue as a potential place to affect positive change.

The committee presented the information about desflurane to its colleagues and asked them to spend the month of May 2021 either limiting or completely eliminating the use of the gas. Then, they could compare the carbon emissions for the month to May of 2019 to see exactly how much difference the move would make.

“What we found is that we were able to decrease our carbon emissions for all cases by about 54%. It was pretty shocking to see,” Graham said. “Once everyone understood the implications of using desflurane, they started making that change on their own.”

CLINICAL STATISTICS



ST. CHARLES REDMOND CAMPUS

LICENSED BEDS: 48 | EMPLOYEES: 469

At the beginning of 2021, all eyes turned to Redmond where a mass vaccination effort against COVID-19 took shape at the Deschutes County Fair & Expo Center. In very little time, St. Charles caregivers partnered with Deschutes County Public Health and the Oregon National Guard to set up a system where more than 100,000 doses of COVID-19 vaccine were delivered in just a few months.

The vaccines were rolled out sequentially, with health care workers receiving them first. Teachers were next to receive them in mid-January followed by a series of age groups with the intent of protecting the most at-risk and vulnerable to serious illness from COVID-19.

Taylor Reynolds, a school psychologist with Bend-La Pine Schools, had no hesitation about being among the first to receive his vaccine.

"I'm here to get my COVID vaccine number one," Reynolds said as he headed into the mass vaccination event. "No hesitations. Just getting ready for how we can get kids back in school."



That sentiment held true for thousands of Central Oregonians who lined up to receive their first and second doses. The mass vaccination effort also brought out a flood of volunteers who wanted to make a difference in ending the pandemic.

"The response from the community has been incredible," said Trevor Janeck, who helped oversee the mass vaccination clinic's volunteer effort. "Everyone who has volunteered has been so kind and so willing to do whatever it takes to make this place work as smoothly and efficiently as possible. And almost every one of them says more or less the same thing: 'It's just so important that we get this vaccine to people and I want to help however I can.'"

Wendy Worstell, a retired nurse who splits her time between Central Oregon and Eugene, said that's exactly what motivated her to volunteer as well.

"I just think it's hugely important that when we have a pandemic like this, that whoever can step up steps up and helps get the vaccines out there," she said. "This has been wonderful. I'm so impressed."

CLINICAL STATISTICS

DISCHARGES



EMERGENCY VISITS



INPATIENT CASES



OUTPATIENT CASES



ST. CHARLES PRINEVILLE

LICENSED BEDS: 16 | EMPLOYEES: 191

Every day in St. Charles Prineville's Emergency Department, Melissa Levesque sees the long-standing partnership between the hospital and Crook County Fire & Rescue in action.

"Oftentimes, they'll bring in a patient with CPR in progress, and that crew will stay with us and help do compressions, or they'll make sure we get the patient moved to where they need to go. I think that speaks to the teamwork we have with them," said Levesque, trauma coordinator for the Prineville ED and house supervisor at St. Charles Prineville.

"We're all from different organizations, but when we're around a patient, it's absolutely one big team," she continued. "It's so important for our patients and our community to know that we're all working together to give them the best care possible."

The latest proof of that strong partnership is St. Charles' donation of \$100,000 to Crook County Fire & Rescue to help with the district's purchase of two brand new, state-of-the-art ambulances.

The new ambulances cost about \$250,000 each and they come equipped with several new features that reduce back strain for EMTs and also make

both patients and EMTs safer and more secure, said paramedic and Battalion Chief Jeremiah Kenfield. Those features include airbags in the back of the ambulance, a restraint system that secures EMTs while allowing them to move around and provide patient care, and, most prominently, a mechanical apparatus that loads the heavy patient cot into and out of the ambulance.

"Collaboration and partnerships, those are what makes a community," said Jerry Brummer, Crook County Commissioner. "We have to work together on this stuff because our duty is to make this the best community we can, and we achieve that by understanding each other's needs and working hand in hand to figure out how to meet those needs."

He's talking about agencies partnering on solutions, but he just as easily could be describing that "one big team" Levesque sees regularly in the Prineville Emergency Department. Whether it's in a hospital room or the board room, St. Charles and Crook County Fire & Rescue are working together for the people in the region.

"If we didn't work well as a team," Levesque said, "there'd be gaps, and it's the patients who would not get the same level of care they get today."



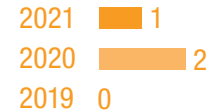
CLINICAL STATISTICS



DISCHARGES



BIRTHS



EMERGENCY VISITS



INPATIENT CASES



OUTPATIENT CASES



LICENSED BEDS: 25 | EMPLOYEES: 169

A new 3D mammography machine in the Central Oregon Radiology Clinic at St. Charles Madras is a “game-changer” for breast cancer screening in Jefferson County.

Until late April 2021, Madras had a 2D mammography machine, which produces a flat image of the breast. Now, it has a 3D machine – made by the medical technology company Hologic – that creates 50 to 80 1-millimeter “slices” providers can flip through like the pages of a book. This gives providers a much clearer, more comprehensive look at the breast, which means they have a chance to catch cancer earlier, said LeeAnn Ford, mammography supervisor with Central Oregon Radiology Associates.

And with breast cancer, early detection is key: Women who are diagnosed early have a 98% or higher survival rate in the first five years.

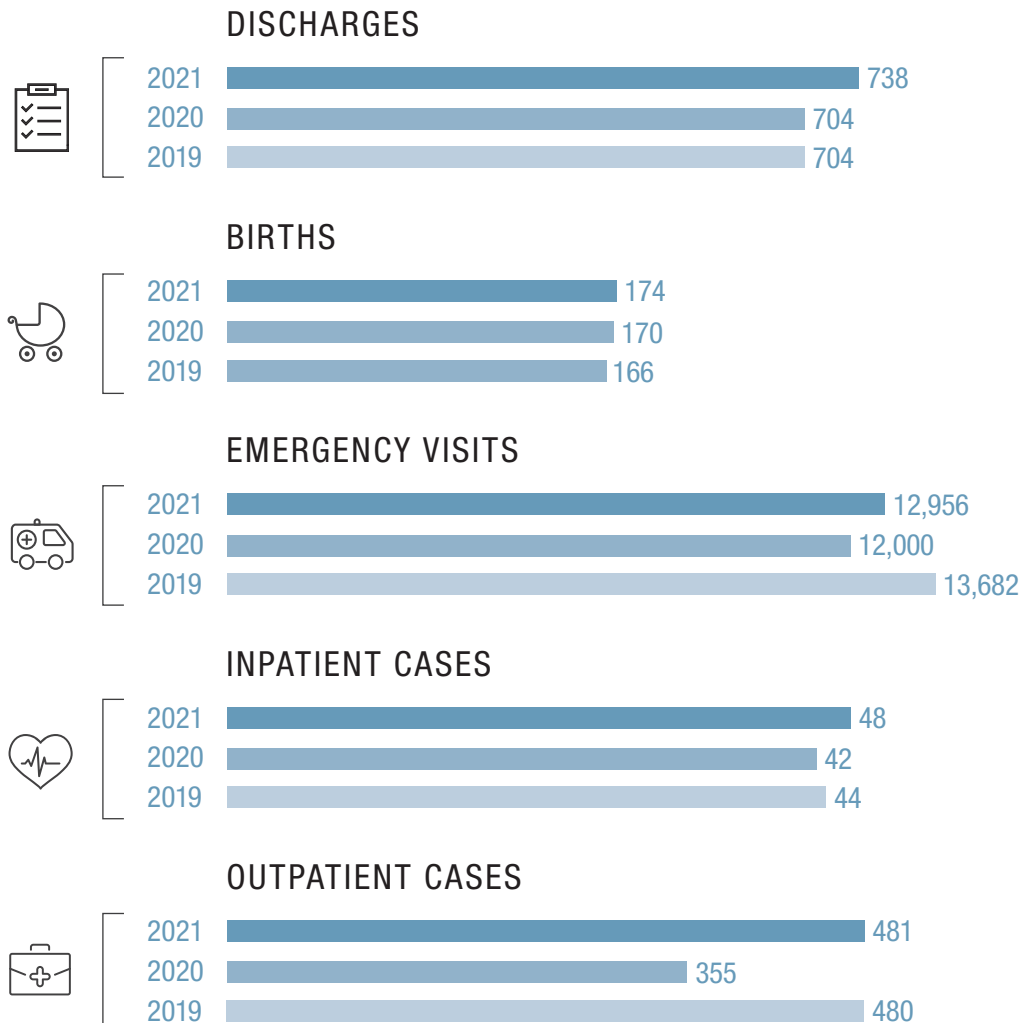
“With a 2D image, you have a lot of superimposed breast tissue, so you’re kind of just watching for shadow changes,” Ford said. “With 3D, you’re actually seeing inside the tissue, so you can see little things hiding in there.”

In addition to earlier diagnoses, the 3D machine’s more detailed images mean more certainty for providers and fewer false positives, which translates to more peace of mind for patients.

Many women in Madras, Warm Springs and the surrounding areas have been driving to Redmond or beyond for 3D mammograms. The new machine means they can get the care they need closer to home, and it greatly reduces a barrier to breast cancer screening for people with transportation issues.

“3D technology has completely changed the world of mammography for the better, and I am so pleased that we are now able to offer this tremendous resource to our community with the partnership of our friends at Central Oregon Radiology Associates,” said David Golda, vice president and hospital administrator for St. Charles Madras. “I know we have people in the area who have been driving out of town for their mammograms, and I hope they’ll start coming to St. Charles Madras.”

CLINICAL STATISTICS



When Marilyn Cornelius woke up Aug. 16, 2021 with a stuffy nose, she thought she knew the cause. “It was just after a particularly smoky weekend, so I figured it was the smoke,” the 56-year-old Sisters resident said. But then she lost her sense of taste and smell, and Cornelius feared she had contracted COVID-19. She was right.

“I went to get tested and that was the morning they were reopening drive-thru testing at St. Charles. They were literally setting up the tents when I arrived,” she said. “Sure enough, it came back positive, which was a bummer, because you try to do everything right but you still get nailed.”

The next morning, Cornelius received an email informing her that she had a new message in MyChart. It was a chart note from St. Charles Family Care Dr. Carey Allen advising her that she qualified for monoclonal antibody (MAB) therapy, a treatment for people with mild-to-moderate symptoms of COVID-19 that can help keep them from getting sicker and having to be hospitalized.

The St. Charles Medical Group team worked hard in 2021 to make every new

COVID-19 treatment that was released available to patients who qualified. During the Delta surge, MAB therapy was the only option.

“What we’ve found is that monoclonal antibody therapy, when administered at the right time, really works,” Dr. Cynthia Maree, infectious disease specialist for St. Charles, said at the time. “It limits the severity of illness, keeps people out of the hospital and helps them feel better faster.”

To be clear, Maree said, MAB therapy should not be considered an alternative to vaccination. Getting vaccinated is still the best way to protect yourself and others against COVID-19.

Cornelius is walking, talking proof that pursuing the treatment can make a difference. The day she learned she qualified for MAB therapy, she started having trouble breathing and her heart began pounding, she said. She received her MAB infusion on a Thursday evening. By Saturday, she said, she was feeling much better.

“If you didn’t know I’d had it, you wouldn’t have been able to tell,” she said.

2021 PATIENT VISITS

Advanced Illness Management	2,182
Anticoagulation	22,521
Behavioral Health	12,592
Center for Women's Health	14,622
Family Care in Bend, Redmond, Prineville, Madras, Sisters and La Pine	132,191
Heart and Lung Specialists	79,524
Home Health	31,196
Hospice	16,148
Hospitalists in Bend, Madras, Redmond and Prineville	34,556
Medical Oncology	23,296

Neonatology	1,245
Preoperative Medicine	1,532
Psychiatry	1,335
Pulmonology	6,586
Radiation Oncology	13,269
Rheumatology	2,922
School-based Clinic in Sisters	486
Sleep Centers in Bend and Redmond	15,926
Surgical Specialists	12,013
Trauma and Acute Care	6,255
Urgent Care in Bend, La Pine and Prineville	33,516