we at Bassett Medical Center have been providing much needed medical care to our friends, neighbors and generations of families living in rural central New York. The way in which we deliver that care has evolved in order to better meet the needs of the population we serve while also adapting to an increasingly challenging health care environment.

We are fortunate to have a wonderfully diverse group of practitioners and staff whose passion is to heal, teach, discover and advance the art and science of patient care. In this look back on 2018, you will see evidence of our collective commitment to improving the health and lives of our patients.

**On page 3**, you will read about a single mother’s journey to overcome her opioid addiction with her grandfather’s support and the help of Bassett’s medication-assisted treatment program in primary care.

**On page 6** is the story of a young man saved by Bassett’s trauma team who, after a long recovery, is now pursuing his dream of becoming an Army Ranger.

One of the most significant advancements in the care of patients at risk for lung cancer is the use of low-dose CT scans to detect cancer early at its most treatable stage. In the first year of this program at Bassett, more than 1,300 patients have been screened. Read more **on page 14**.

We are using technology to improve access to care in our rural region; you will read **on page 15** about the use of telemedicine in a variety of areas including dermatology, school-based health and outpatient surgery.

There are a number of projects underway at Bassett Medical Center that fall under the umbrella of Lean Six Sigma (LSS) and our pursuit of operational excellence. **On page 17**, you will read about one of the LSS projects that has improved on-time starts for procedures in the operating suite.

As a teaching hospital, we have the opportunity to help bring along the next generation of medical professionals committed to excellence. **On pages 20 and 21**, you will read about training programs intended to help us recruit more of those talented individuals to Bassett.

**On page 24** is information about Bassett’s Living Well program; it helps people like William Metzger better manage chronic conditions, such as diabetes, and achieve a better quality of life.

Bassett’s work to prevent illness and disease has resulted in rewarding partnerships and inspiring programs like Junior Iron Chef and UpClose Cardiac Surgery (pg. 26). Working with area schools, these programs are teaching students how their choices today impact their health later in life.

**Humanity. Teamwork. Innovation. Diversity. Compassion.** Those words resonate with the people who come to work every day at Bassett to care for our patients. As we begin 2019, we recommit to the journey to excellence and providing our patients with the best possible care.

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**William W. LeCates, MD, FACP**  
President of Bassett Medical Center,  
Vice President of Medical Affairs & Medical Director,  
Bassett Medical Center

**Ronette M. Wiley, RN, MHA, CPPS**  
Executive Vice President & COO Bassett Medical Center

**Steven Heneghan, MD**  
Chief Clinical Officer of Bassett Medical Center & Bassett Healthcare Network
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IBC
Opioid Addiction Treatment in Primary Care
A Model for NYS

Bassett is making evidence-based addiction treatment more readily accessible to people living in rural central New York by offering medication-assisted treatment (MAT) in the primary care setting.

- MAT can lower the rate of death due to overdose by two-thirds
- Over 30 practitioners at Bassett are specially trained to help addicted patients
- 409 patients were treated for opioid addiction Dec. 2016-Jan. 2019
- There is a 77% retention rate at 24 weeks for patients in MAT treatment

Bassett’s MAT program earned the Healthcare Association of New York State’s 2018 Pinnacle Award for Quality and Patient Safety.

Battling an Epidemic

Bassett’s opioid addiction program is helping more than 700 patients from around central New York address their addiction through a combination of medication-assisted treatment (MAT), counseling and comprehensive primary care to address other health issues.

“Some counties in our project’s service region had among the worst rates of overdose for prescription opioid and heroin use in the state in 2015,” explains James Anderson, PhD, a clinical psychologist with Bassett and medical director for behavioral health and integrated services. “However, in order to receive MAT, they often had to travel over 60 miles one way. We had to figure out a way of helping the population we serve that is struggling with addiction. By weaving treatment into our primary care services and conceptualizing it as management of a chronic health condition, it fits within the purview of whole-person primary care to which our primary care clinicians are accustomed.

“Primary care visits are also covered by private insurance and Medicaid, making addiction treatment in this setting accessible to more patients regardless of income.”

Bassett now has more than 30 primary care practitioners, both physicians and advanced practice clinicians, who have obtained drug addiction treatment (DATA) waivers or “X” licenses, in order to be able to prescribe buprenorphine for treatment of opioid addiction. Bassett’s goal is to have 90 percent of the network’s primary care clinics offering addiction treatment as part of comprehensive primary care within the next three years.

“This program is helping save lives; it is bringing families back together and putting meaningful activity back into the lives of the patients we are able to help.”

James Anderson, PhD, clinical psychologist
From Despair to Hope: A Story of Addiction and Recovery

“I now have my own house, my own vehicle and custody of my son, and I’ve been working at the same business for two years,” says 26-year-old Alice. Such a simple statement, but there’s been nothing easy about Alice’s life.

Those accomplishments – a home of her own, her own car and getting her child back – are nothing short of amazing considering the fact that Alice has battled addiction for a decade. It began when her mother, an addict herself, gave her daughter a bag of marijuana for her 16th birthday.

“I was using IV drugs and heroin every day by the time I was 19, and then I found out I was pregnant. I quit cold turkey and stayed clean for a while, but after the baby was born I struggled with postpartum depression, and he was colicky. I relapsed.”

The one constant source of support through all of her struggles has been Alice’s grandfather.

“It hasn’t been easy, but I guess when you love somebody you will do anything to try to help them. Addiction is awful. The opiates take over and you don’t control what you do.”

Alice’s mother died of a drug-induced heart attack several years ago. Days later, Alice was arrested on a drug-related charge and sent to jail. After that, she was in and out of the legal system a number of times and lost custody of her son twice.

“Then, there it was right on the front page of the newspaper; Bassett was helping patients with addiction,” recalls Alice’s grandfather. “I went to one of the health centers and asked if it was true, and they said yes.”

Alice had tried various rehabilitation programs over the years, but the medication-assisted treatment Bassett offers through some of its primary care centers has proven to be the turning point for her. She established her care with Dr. Jennifer O’Reilly, a primary care physician specially trained and licensed to help addicted patients by combining behavioral therapy and medications to treat substance use disorders.

Alice is on suboxone, which relieves withdrawal symptoms and psychological cravings that cause chemical imbalances in the body. The treatment, which includes counseling, has given Alice her life back.

“She’s a lot happier and she’s able to think better. She’s really smart and she’s taking better care of her son,” says Alice’s grandfather. He and his wife have joint custody, but the toddler is able to live with his mother.

“I call Dr. O’Reilly an angel,” says Alice’s grandfather. “I’ve been alive 71 years, seeing all kinds of doctors, and she’s the best of anyone. She’s compassionate, a good listener; it really makes me cry because she’s so damn good.”

Editor’s note: The names in this story have been changed, but the family’s journey is real and we hope inspirational for so many others still struggling with addiction.

Dr. Jennifer O’Reilly, medical director of Bassett’s Greene, Sidney, Norwich and Unadilla practices, is working with family nurse practitioner Pam Gilbert to help addicted patients. They currently have 60 patients in treatment. “The work has been incredibly rewarding,” says O’Reilly. “We are able to offer prenatal care in conjunction with MAT to our pregnant patients. We have been able to address multiple chronic illnesses, including hepatitis C, that otherwise would have gone untreated. We are also providing contraceptive care, preventative screenings, and mental health care for these marginalized patients. Having them receive their treatment in primary care has normalized their condition and helped them to feel less persecuted and judged for their mental health and substance use issues.”

Over 30 Bassett primary care practitioners are specially licensed to treat opioid addiction.
Bassett Medical Center’s Department of Surgery launched an initiative early in 2018 to reduce unnecessary opioid prescribing. At the time, Chief of Surgery Nicholas Hellenthal, MD, hoped to reduce prescribing of narcotics for 19 comparative surgeries by 20 percent. Instead, the program succeeded by more than twice that number and has become a model for other hospitals in New York State.

“I did not expect to realize a 53 percent reduction in opioid prescribing so early in this effort,” says Hellenthal. “That is far more than I anticipated.”

In preparation for the initiative, the department looked back at prescribing practices for 19 common surgeries performed from 2015 to 2017 and found that the average number of narcotic pills prescribed at discharge was 38 for all procedures combined. “Individually, however, prescribing patterns among providers varied enormously,” says Hellenthal.

By standardizing its approach and agreeing on an acceptable number of narcotics to prescribe, the Department of Surgery has already significantly reduced the number of pills being sent out into the community.

“We have to be part of the solution to the opioid crisis,” says Hellenthal. “Our job as surgeons is to decrease the number of pills out on the street. We have to be careful in our approach because we also want to assure patients have pain relief.”

Department of Surgery Pilots Program to Reduce Unnecessary Opioid Prescribing

1,800 pounds of unused prescription drugs collected

Bassett Medical Center, Fox Hospital and O’Connor Hospital established a medication disposal program in 2018.
Five years ago, as part of a health care safety initiative, Bassett Medical Center undertook the practice of holding daily safety huddles. These brief, early morning meetings are chaired by the administrator-on-call and attended by hospital leaders from a variety of departments to promote a culture of safety and safety awareness. Participants share current issues of the day that could impact patient safety and the quality and service of care delivered that day.

Ronette Wiley, executive vice president and chief operating officer at Bassett Medical Center, instituted the safety huddles in 2015, referring to them as “catalysts for high-reliability.”

“It’s wonderful that we’ve been able to sustain the initiative for five years now, and we’ve been approached by other hospitals to share what we’ve learned with them,” says Wiley, who has shared Bassett’s experience through a variety of platforms over the last several years (see web links on this page).

Wiley has also found that safety huddles are a great way to introduce new colleagues to Bassett; they are able to see safety huddles as part of a non-punitive culture.

In 2018, 79 percent of employees responded to a survey question that they are willing to speak up about safety issues. “We are above the national mean and above the New York State 75th percentile in this regard,” says Wiley.

“The safety huddles not only are a place to bring up issues and solve issues, they are also opportunities to put into place, when possible, measures to prevent them from happening again,” says Wiley.

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“Thank you for sharing your talents with us today. We loved the huddle and are eager to get it started in our organization.”

Frederick Goldberg, MD, VP of Medical Affairs, Nathan Littauer Hospital

www.ihi.org/resources/Pages/AudioandVideo/WIHI-Sustaining-and-Strengthening-Safety-Huddles.aspx
www.hpoe.org/resources/chair-files/2818
www2.rlsolutions.com/webinars/Improving-Safety-in-15
Two years ago, 21-year old Dan Gilbert’s life was abruptly put on hold when he was hit by a car and severely injured while out on a training run with the cross-country team at Hartwick College in Oneonta. Gilbert was airlifted to Bassett Medical Center in Cooperstown, where the trauma team was on alert and waiting for him.

“Any time there’s a motor vehicle accident where a pedestrian is involved, it’s usually very high energy and there’s usually more than one injury, and that was the case with Mr. Gilbert,” recalls Richelle Takemoto, MD, an orthopedic trauma surgeon at Bassett.

THE SEVERITY OF THE INJURIES
In medical terms, Gilbert was a polyttrauma case. The force of the impact caused multiple injuries to various parts of his body and organ systems. He suffered fractures to his femur, tibia, kneecap and clavicle. He was also bleeding from lacerations on his scalp, thigh and forearms.

A team of general surgeons managed Gilbert’s initial resuscitation. Once stabilized, he went to the operating room where his lacerations were cleaned out and sewn up. The following day, Takemoto led the surgical team that took care of Gilbert’s orthopedic injuries.

“Prior to taking him to the operating room, I wanted to make sure that he was adequately resuscitated and going to be stable for the surgery,” recounts Takemoto. “Because I was doing three surgeries in one on this patient, I needed to make sure he was going to have enough blood and that his vital signs were strong enough to withstand several hours on the operating table. I consulted with our general surgeons, and they felt it was safe. We proceeded to fix his fractures in the order of the most severe to least severe.”

At the time of the accident, Gilbert, now 23 years old, was a senior on the cross-country team.

“Something like this is devastating, not just for his career as an elite athlete, but for life,” says Takemoto. “These injuries are
life-changing events. When I was able to speak to Dan after surgery and get to know him better, he told me his dream after college was to become an Army Ranger and serve our country in the military. He was very concerned about his future after college.”

It took seven to eight weeks before Gilbert was able to do even simple tasks like drive to the grocery store and walk unassisted. With intense physical therapy and determination, he was back participating in athletic activities five months after the accident. More importantly, he was able to graduate from college and focus once again on pursuing his goal of becoming an Army Ranger.

Pursuing His Life’s Goal

“The Army was something I’ve wanted to do for a long time,” says Gilbert. “I just love the challenge; I’ve always wanted to serve, and I like pushing myself physically.”

Today, Gilbert is a soldier with the U.S. Army and in the midst of trying to make the 75th Army Ranger Regiment, a special operations force stationed at Fort Benning, Ga.

“The trauma team played a critical role in my being able to pursue my dream,” says Gilbert. “Dr. Takemoto put me back together pretty well; everyone medically who has seen me has said what a great job that trauma team did, and all the initial care after the accident was definitely phenomenal. They definitely got me on the right path to recovery.”

For her part in Gilbert’s recovery, Takemoto says, “My part was easy. I fix bones for a living, so I fixed Dan and the function that Dan has obtained, meaning the ability to run a half marathon and the ability to continue to train with the cross-country team. I have a hard time taking credit for it. I did my job, but his performance and his ultimate outcome was a testament to him and his desire to achieve those goals.

“Dan is an amazing person, an amazing athlete, and I think he can accomplish whatever he wants in this life.”

Bassett Medical Center, an American College of Surgeons Verified Trauma Center

“The trauma team waiting for us numbered over 20. They were on top of their game, prepared, and the transfer of care was flawless. I’ve never seen such a response. It was wonderful.”

Robert J. O’Brien, director of E-911 Communications, Otsego County

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Trauma Activations in 2018
We often refer to nurses as the front line of patient care. They are the face patients most remember after leaving the hospital.

Last summer, one patient returned to Bassett to pay special tribute to a nurse he says he will never forget because she helped save his life.

“My wife and I truly believe that my chances of survival would have been greatly reduced if not for Lauren’s actions,” explained Edwin Cox when he presented Lauren McIver, a registered acute care nurse, with the hospital’s Daisy Award for Excellence in Nursing.

Cox came to the emergency department at Bassett Medical Center suffering from chest pain. Although an electrocardiogram and heart enzyme tests came back normal, doctors made the decision to admit Cox to the hospital’s inpatient unit for further testing and evaluation. McIver was his nurse, and when he woke up with severe chest pain during the night, she immediately went into action.

“My chest pain had become unbearable,” recalled Cox. “Lauren returned to the room promptly, followed by what I believe was the Rapid Response Team. The team worked hard to assess and stabilize me … I have been a firefighter and emergency responder for over 30 years and have never seen a more capable and professional group.”

Cox said McIver had been in to check on him regularly, was attentive and personable and clearly monitoring how he was doing quite closely throughout her shift. The Rapid Response Team she summoned determined he was having a heart attack. Cox ended up having four stents placed to open up blocked vessels in his heart.

“The impression I have of Lauren is that she is a brave and determined individual. Her concern did not end when she went home that morning. She came to check on me the following morning, after her shift,” says Cox. “All the staff at Bassett were wonderful to my family and me.”

NURSES: THE FRONT LINE OF PATIENT CARE

Patient Returns to Honor His Nurse
CELEBRATING NURSE ARTHUR

Going Beyond Medical Care to Provide Comfort and Healing

In 2018, Bassett Medical Center launched “Above and Beyond” to pay special tribute to those employees who go out of their way to take exceptional care of our patients and their family members. The award is part of a larger Recognize program also begun last year that has provided leadership and staff with a way of calling attention to the good work of a colleague in the moment.

Recently, Erin Waite, a human resources information systems specialist at Bassett, shared this story about her mother, who was a patient in the intensive care unit. She nominated the nurse who cared for her mother for the Above and Beyond award.

GRATEFUL FOR NURSE ARTHUR

“My mother has been in the ICU since Saturday evening. This morning, when I went to check on her during my break, she was telling me about the nurse she had overnight. She said his name was Arthur (Arthur Regis Feutang Noumi). She said she couldn’t sleep that night and that Arthur saw this, got a chair and pulled up to my mother’s bed, sat down and started talking to her. She said he talked with her for quite a while and then, he began to sing to her. I could not believe it.

“However, my mother’s story was true and I felt so grateful for Arthur’s compassionate act and helping my mother feel better when family was not able to be with her overnight. I know how busy the ICU nurses are and am in awe that he took the time to stop, sit and talk with my mother and to sing to her. I am very grateful for the care she is receiving at Bassett and am proud to work for such an organization.

“Arthur truly went above and beyond for my mother!”

Erin Waite’s mother has since been discharged from the hospital and is recuperating at home.

“When a patient is having difficulty sleeping or maybe they’re lonely, I try to engage with them. I just found that music works better, melody helps to connect.”

Arthur Regis Feutang Noumi, RN
Patients needing atrial fibrillation (AFib) ablation to treat an irregular heart rhythm will be able to have that procedure done at Bassett Medical Center rather than having to travel outside the network for treatment. AFib is the most common type of irregular heartbeat and a leading cause of stroke.

“Ablation for most types of arrhythmias is performed using radiofrequency energy or heating of the heart tissue,” says electrophysiologist James Storey, MD. “This stops the abnormal rhythm by creating a small area of scar where the rhythm is coming from.

“I love to see my patients feeling better; it is also very satisfying to figure out the cause of an arrhythmia and then be able to fix it,” continues Storey. “But ablation isn’t necessary for everyone. In fact, controlling blood pressure, weight loss and other lifestyle changes can improve AFib. Treatment decisions are always individualized to the patient.”

Storey has 16 years of experience as an electrophysiologist and is joined by Victoria Dow, a physician assistant with 20 years of experience. Both came to Bassett last year with the goal of developing a strong electrophysiology program to benefit people living in the region served by Bassett.

Meet Mun K. Hong, MD, Chief of Cardiovascular Services

Mun K. Hong, MD, FACC, an interventional cardiologist, joined the Bassett Medical Group last spring as chief of cardiovascular services, which combines cardiology and cardiac surgery under the umbrella of one service line. Hong has more than 25 years of experience in the field of interventional cardiology and is a highly skilled and nationally recognized interventional cardiologist and respected researcher.

Given the rural nature of Bassett’s eight-county service region, Hong is interested in working with the heart care team to increase access through the capabilities of telemedicine, particularly for patients who lack transportation or have mobility issues that keep them homebound. He is also hoping to engage patients more proactively in their care to head off preventable conditions.

“I am an interventional cardiologist by training, but I would prefer that patients don’t need my interventional care. I feel strongly that preventive cardiology must be part of the equation. We need to collaborate with our patients so they understand what can cause heart disease, which risk factors they can modify and how to be healthier.”
SAVE A LIFE

Giving Back to the Community

Hundreds of people had the opportunity to make 2018 the year they learned CPR – The Save a Life campaign at Bassett began with Derek Ratliff, MD, and his daughter Kristin.

Nearly three years ago, Kristin Ratliff collapsed on the Cooperstown High School track during a race. Her father and colleagues in the stands rushed to Kristin’s side. Over the next several minutes, they performed CPR and, using an AED, administered shocks to revive Kristin’s heart.

“Having those skills really does save lives,” says Ratliff, an ophthalmologist at Bassett. “Kristin is the poster child for someone whose life was saved through CPR and the use of an AED, and the sooner CPR is performed and the defibrillator is used, the more likely someone is to recover. The message is, don’t be afraid to act.”

Kristin was diagnosed with Wolff-Parkinson White Syndrome, which can cause a short-circuit in the heart’s electrical pathways. Fortunately, the condition is treatable and Kristin’s heart was fixed. She is healthy and back to running.

Because of their experience, the Ratliffs encourage as many people as possible to learn CPR and proper use of an AED. “Without CPR and a defibrillator, I probably wouldn’t be here,” Kristin says.

If you see a teen or adult suddenly collapse, hands-only CPR is the recommended form of cardiopulmonary resuscitation (CPR). Hands-only CPR is CPR without mouth-to-mouth breaths. It consists of two easy steps:

1. Call 911 (or send someone to do that).
2. Push hard and fast in the center of the chest.

Learn this simple, but lifesaving, skill on Saturday, Feb. 16, 2019, during the Oneonta Indoor Heart Walk at FoxCare Center. Can’t make it that day? Learn about it at bassett.org/CPR.org
Marianne Rae, a registered nurse from Cooperstown, is helping the medical world find better cancer treatments in a way she never imagined. Rae was offered the chance to participate in a clinical trial in May of 2017 after being diagnosed with early stage HR-positive and HER2-negative breast cancer.

“I talked with my family and the nurses, and I decided I’d like to be a part of this trial,” she says. “I wanted to be around to see grandchildren, and if there was an opportunity to kill any remaining cancer cells, I wanted to do it.”

The clinical trial is a phase 3 study to evaluate the effectiveness of the chemotherapy drug, palbociclib, in combination with the hormone therapy used to treat Rae’s particular type of cancer.

NO REGRETS

When Rae added palbociclib to her treatment plan, she developed some side effects that prompted her hematologist-oncologist, Eric Bravin, MD, to recommend she discontinue the medication.

“We appreciate our patients’ willingness to participate in clinical trials that may not only benefit them but other patients in the future,” Bravin says.

Today, Rae remains in the part of the clinical trial comparing standard hormone therapy with the standard treatment in combination with palbociclib.

“I don’t regret anything I did,” Rae says. “I feel like I helped myself, and the results of the clinical trial will inform future treatment decisions for other cancer patients.”

MARCHING FORWARD

“You can’t really identify with a patient who has cancer unless you’ve been on that journey yourself,” Rae says. “There is that nagging fear always. Is this going to come back?

“We appreciate our patients’ willingness to participate in clinical trials that may not only benefit them but other patients in the future,” Bravin says.

Today, Rae remains in the part of the clinical trial comparing standard hormone therapy with the standard treatment in combination with palbociclib.

“I don’t regret anything I did,” Rae says. “I feel like I helped myself, and the results of the clinical trial will inform future treatment decisions for other cancer patients.”
In 2016, Larry Bolton’s prospects seemed grim. He had been diagnosed with stage IV lung cancer that had spread to his brain and liver.

Bolton started radiation treatments and then chemotherapy. The second round of chemo sent him to the hospital. The failed treatment, however, came with a silver lining. Because Bolton’s body couldn’t tolerate chemotherapy, he had the opportunity to try something else: immunotherapy. It is a treatment that helps the immune system attack tumor cells.

**THE RIGHT TREATMENT**

Now, a year and a half later and still on immunotherapy treatment, Bolton is doing remarkably well. “It’s a miracle how much better I feel,” he says.

Bolton is doing so well that he got a new hip in the fall of 2018 to replace an arthritic hip that wore out. Although he still has health struggles, he says he feels good every day.

“I never think about dying, because I feel good,” he says.

There are currently 17 clinical trials available through the Bassett Cancer Institute. For more information, visit trialsbassett.org or call toll-free 877-547-1750.
Bassett Medical Center is one of four locations in the Bassett Healthcare Network that offers low-dose computed tomography (CT) scanning for people at risk of lung cancer. If you are a smoker, this program could save your life.

Who should get screened:
- Age 55 - 77 years old
- Either current cigarette smokers or ex-smokers who quit less than 15 years ago
- Have smoked at least 30 or more pack years. This is the number of years smoked multiplied by the number of cigarettes smoked per day

Another formative experience growing up in Trinidad was that Allard-Picou lost close family members to cancer, which reinforced her desire to help others.

It was during her residency at Geisinger Medical Center in Pennsylvania that Allard-Picou decided to pursue oncology as her specialty. She credits her mentor at the time, Dr. Mohsen Shabahang. “He is one of the happiest people I know, and I often wondered how he could have such a positive outlook in this difficult field,” she says. “From him, I learned that I can still help those patients I can’t ultimately save by improving their lives and giving them a chance to live with more dignity and less pain.”

Allard-Picou sees patients at Bassett Medical Center, Little Falls Hospital and Cobleskill Regional Hospital. She was drawn to Bassett because of its welcoming and supportive medical community, the academic environment, and the ability to pursue a broad-based surgical oncology practice.
The patient can complete their visit from the comfort of their own home rather than driving to Cooperstown, which will be a major patient satisfier as some of our patients live an hour away.

Steven Heneghan, MD, Chief Clinical Officer

In 2019, Bassett Medical Center anticipates expanding its use of telemedicine. The first phase of that expansion is getting underway. Over the next few months, some Bassett surgeons will begin completing postoperative patient visits via a live audio and video feed.

The program is being piloted with bariatric surgery patients who will be able to complete a video visit with their surgeon using a home computer, phone or tablet with a camera, or in one of Bassett’s health centers using telemedicine equipment.

“We typically see our weight-loss surgery patients one to two weeks after the operation to check their abdominal incision. We also review their medications and nutrition,” says Chief Clinical Officer Steven Heneghan, MD. “Using Zoom video conferencing, the patient can complete their visit from the comfort of their own home rather than driving to Cooperstown, which will be a major patient satisfier as some of our patients live an hour away.”

Telemedicine Currently at Bassett

- Bariatric surgery outpatient visits
- School-based health concussion and psychiatry consultations
- Dermatology for conditions like acne, skin rashes, eczema and psoriasis
- Bassett Cancer Center for genetic counseling
- Infectious disease and palliative care specialists provide video consultations for other hospitals in the Bassett network

Video Visits in Dermatology

In the spring of 2018, Bassett launched a teledermatology program to improve access for patients with an identified skin condition that needs follow up, such as dermatitis, psoriasis, acne and similar skin conditions.

“It is a live visit with a dermatologist over a secure computer connection,” explains Deborah Hart, practice manager for the dermatology division. “The nurses’ prep process is similar to that of any patient who is seen in clinic, but also includes taking an image of the chief complaint, which is uploaded into our electronic medical record system for review. The patient is in a regular exam room in front of a computer screen. The nurse remains in the room and uses a digital microscope to zoom in on the problem area as directed by the dermatologist. This provides the clinician with a high quality visual of the condition in question.”

From March through December of 2018, 1,449 dermatology consultations were completed via a video visit.
Bassett Medical Center was recognized in 2018 by the American College of Surgeons (ACS) for achieving meritorious outcomes for surgical patient care. The ACS National Surgical Quality Improvement Program (ACS NSQIP®) meritorious status is for the calendar year 2017 (encompassing surgeries from 1/2017-12/2017).

Meritorious awards are given to those hospitals in the top 10 percent of ACS NSQIP participating institutions with the lowest overall morbidity and mortality rates. Bassett met criteria for both categories that may receive the award and was one of only two hospitals in this region of New York State and five statewide to achieve this status.

“We have surgical outcomes on par with the top 10 percent of hospitals in the country that participate in NSQIP, and there were over 700 for calendar year 2017,” notes Chief of Surgery Nicholas Hellenthal, MD.

“This program is about promoting safety during surgery. They look at 30-day post-operative occurrences, including 30-day mortality and unplanned return to operating room rates. The goal of NSQIP is to reduce certain surgical complications, such as readmissions and blood clots. We place a lot of value on this because it is a clinically reviewed set of data,” notes Hellenthal.

Bassett has been participating in NSQIP for a decade.
IN PURSUIT OF OPERATIONAL EXCELLENCE

On-Time Starts in the Operating Suite & Lean Six Sigma

From July of 2015 through July of 2016, the number of surgeries that started on-time averaged 15 percent at Bassett Medical Center, and there was a big variation in the length of the delays. Today, the percentage of surgeries that start on time is 50 percent. The improvement is due in large part to a team that used Lean Six Sigma methodology to look for opportunity.

“The average minutes late for all surgeries was 12 minutes,” explains Lean Six Sigma perioperative coach Daphne Monie. “But there was enormous variation in on-time starts ranging from five minutes to an hour. That meant there was great opportunity to improve efficiency and coordination of this complex process, which would translate into improved patient and staff satisfaction.”

Monie, Dana Martensen, acute care nurse manager; Michelle Zuba, manager perioperative materials and sterile processing; and Darla Crouse, manager ASU/PACU/OPCU, developed a team comprised of ambulatory surgery staff, surgeons, anesthesiologists, CRNAs, anesthesia technicians, information technology staff, and medical students from the Columbia-Bassett Medical School. Their LSS operating room (OR) project is one of more than a dozen underway at Bassett Medical Center.

Collectively, the LSS projects are part of an overall shift to a Lean Management System and culture of continuous process improvement. This system of working uses leadership rounding to know the real issues staff face every day. It includes teaching and coaching front-line staff on how to identify and solve problems. It is continuously tracking key metrics to see if performance targets are being met and identifying barriers when targets are missed.

The LSS OR project team was able to identify equipment and supplies and the pre-operative process in the ASU as the top two problem areas that lacked standard processes.

By utilizing the LSS methodology, the project team was able to get at the root cause of several issues that led to delayed starts and, working with staff, develop solutions. Among the changes made that helped raise the rate of on-time starts in the OR:

1) **Orders to prep a patient** for surgery now appear in the system by midnight before the scheduled procedure rather than day of;

2) An **“OR Ready” button** was added in Bassett’s medical record system, Epic. When both “Patient Ready” and “OR Ready” buttons are pushed, a text alert goes out to OR team members (e.g. CRNA, surgeon, anesthesiologist) so they know to head to the OR;

3) The **OR Status Board** updates more frequently now, and information on surgeries underway or in the queue is easier to read;

4) **Daily OR Staff Huddles** were added to identify issues creating, or potentially creating, delays so that they can be fixed in the moment; and

5) **A Visual Board** was installed outside the OR director’s office that is used during operational rounding. It tracks start times in the OR, reasons for delays, progress made in addressing delays, and serves to keep issues front and center.

In addition to the patient-readiness changes, there were also several process changes made to improve OR readiness so that equipment and supplies are on hand and sterilized ahead of time.

“Each change we have made has helped us incrementally get from the low of 15 percent on-time starts in the OR to the 50 percent we’re at today. It’s probably impossible to get to 100 percent, but most organizations set a goal of 70 percent and that is absolutely achievable for Bassett,” concludes Monie.
“My surgeon did a great job. Now I can live long enough to see my kids get married and play with my grandkids.”
Doug Huwa, Environmental Services technician, had successful weight-loss surgery at Bassett

CENTERS OF EXCELLENCE HONORS

Maternity Care, Bariatric Surgery, Stroke Care

Maternity Care – 2018 was another record-setting year for the Bassett Birthing Center with 1,081 babies born. Bassett’s maternity program also received Excellus’ Blue Distinction® Center+ for Maternity Care designation last year. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community. Hospitals receiving this distinction have been evaluated on quality measures for vaginal and cesarean delivery and also must demonstrate cost-efficiency.

Bariatric Surgery – Bassett Medical Center’s surgical weight-loss program was designated a Blue Distinction Center+ for Bariatric Surgery by Excellus BlueCross BlueShield in 2018. To receive a Blue Distinction Center+ for Bariatric Surgery designation, a health care facility must demonstrate success in meeting patient safety measures as well as bariatric-specific quality measures, including complication and readmission rates for laparoscopic procedures in sleeve gastrectomy, gastric bypass and adjustable gastric band.

Stroke Care – Bassett Medical Center has been a New York State designated Stroke Center since 2005; last year, Bassett again received the American Heart Association (AHA)/American Stroke Association’s Get With The Guidelines®-Stroke Gold Plus Achievement Award & Target: Stroke Elite Plus Honor Roll Award.
Bassett earned the Stroke Gold Plus Achievement Award by reaching an aggressive goal of treating patients with 85 percent or higher compliance to core standard levels of care as outlined by the American Heart Association/American Stroke Association® for two consecutive calendar years. In addition, the hospital demonstrated 75 percent compliance with seven out of 10 stroke quality measures during the 12-month period.
ACADEMIC MEDICAL CENTER

Bassett Medical Center’s commitment to its missions of patient care, teaching and research began nearly 100 years ago and remains strong today. Our staff, clinicians and practitioners provide science-driven, patient-centered care in an environment that embraces diversity and promotes a humanistic approach to medicine and continual innovation and learning.

PATIENT CARE
The journey to continually improve and achieve the highest quality care in the safest environment never ends. We are driven to help our patients heal and the population we serve achieve the best health possible.

EDUCATION
Bassett Medical Center has a reputation for providing excellent clinical training in a unique environment that allows for greater hands-on opportunities, diverse care experiences and longitudinal experiences that emphasize the humanistic aspects of medicine.

RESEARCH
Scientists at Bassett have a long history of meaningful contributions to the medical community’s understanding of health and disease. The Bassett Research Institute’s threefold mission is: to improve the health of the rural communities served by the Bassett Network, to study the function of Bassett and other rural resources in the delivery of health service, and to foster and support the research endeavors of Bassett clinicians.
Allan Guiney, MD, and his wife, Elizabeth “Lizzy” Finan Guiney, CM, began their careers with Bassett Medical Center last summer. Guiney, a 2014 graduate of the Columbia-Bassett Medical School Program, completed his Emergency Medicine residency at the NYU School of Medicine last June. Finan Guiney received her Masters of Midwifery from SUNY Downstate College of Health Related Professions in 2016.

“We left New York City because we wanted a more family-oriented neighborhood and space to lay down roots,” said Finan Guiney while discussing the couple’s decision to live in Cooperstown and join the Bassett Medical Group.

“I’m from Cooperstown and we love upstate New York,” added Guiney, whose physician parents both worked at Bassett. “As an academic medical center, there is also a vibrant teaching culture that is important to me.”

The couple relocated to Cooperstown with their baby girl, Isabelle, who was born last winter. Guiney is full time in Emergency and Trauma Services, and Finan Guiney works part time in the Birthing Center and Women’s Health.

“I’ve always been interested in women’s health and making people feel empowered about their own care,” explained Finan Guiney. “As women’s health clinicians, we also get to act as primary care providers, which I enjoy. Moreover, childbirth is an amazing and life-changing event. Bringing babies into the world is one of the most rewarding experiences. I think childbirth is an incredible journey, and as a midwife, you have the opportunity to be a part of it throughout the pregnancy and eventual delivery.”

Guiney, who did not have a specialty chosen when he started medical school, says his decision to practice emergency medicine was a direct result of his Columbia-Bassett experience.

“As part of our education, we spent an evening each week in the ED; I really liked seeing all of the medical problems from the outset rather than after the dust settled.

“The Columbia-Bassett program is definitely one of the reasons I was interested in coming back to Bassett. I can’t recommend it highly enough; it has a really cool mix of training. Students have the opportunity to see patients in an urban setting in NYC and the rural setting of Cooperstown – and with clinician teachers who really care about medical students.”

The Guineys say the transition to Cooperstown and Bassett has been easy thanks to the welcoming environment.

“Everyone is friendly, warm and welcoming, and its been a really enjoyable experience getting to know everyone,” Finan Guiney says.
A program designed to help Bassett grow its own crop of nurse practitioners (NP) met with great success in 2018. Over two dozen NP students from SUNY Binghamton, SUNY Upstate, SUNY Polytechnic, Frontier University, Russell Sage, Le Moyne College and NYU chose Bassett for their clinical studies. Eight of those students have since been hired by Bassett Medical Center.

“At Bassett, we have the unique distinction of having most of our clinical sites in rural primary care settings,” explains Greg Rys, DNP/FNP-BC, clinical coordinator of the NP training program. “Primary care is a key shortage area recognized by the country and world where a change is needed in health care. We hope to continue to fill these areas with well-trained quality clinicians.” Bassett also recently started taking NP students for their psychiatry rotations. Rys gives credit for the program’s success to Heather Bailey, education program specialist in the Nursing Department, and all the NP preceptors who not only see Bassett patients, but also take time out of their busy schedules to teach the next generation of quality nurse practitioners.

**Scrubs Club: Introducing Area Students to Health Care Careers**

The Bassett Medical Center Human Resources Department piloted a unique program in the fall of 2017 that has captured the interest of area high schools. The program, Scrubs Club, brings students to the hospital once a month during the school year to investigate health care career opportunities. Students are often surprised to learn of options outside of being a doctor or nurse, such as positions in finance, billing, human resources, carpentry and maintenance, security and information technology.

During their time at the hospital, the students work closely with hospital employees in a variety of departments, watch virtual tours and participate in discussion groups. They actively take part in medical procedure simulations and visit the hospital helipad to speak with flight paramedics.

Olivia O’Donnell, a tenth grade student at Oneonta High School, says, “Before coming to Scrubs Club, I was sure I wanted to be a physical therapist. I have now decided I am interested in endocrinology or pediatric endocrinology.”

Another Oneonta sophomore, Angelica Goodhue, says, “I met one of the flight paramedics who went to SUNY Cobleskill … and because of that day and their presentation, I now know that I want to become a paramedic.”

To date, more than 100 students from five schools (Cooperstown, Oneonta, Laurens, Milford and Edmeston) have participated in Scrubs Club.

In 2018, 55 students from five schools (Cooperstown, Oneonta, Laurens, Milford and Edmeston) completed the program. In 2019, 65 students from 12 school districts are scheduled to participate in Scrubs Club.
Douglas DeLong, MD, is serving as chair-elect of the Board of Regents of the American College of Physicians (ACP). His term began in April of 2018. The Board of Regents is the main policy-making body of the College. DeLong is chief of the Division of General Internal Medicine at Bassett. Prior to his term on ACP’s Board of Regents, he served as chair of ACP’s Board of Governors. He has been a member of various committees and councils within the College, including the New York chapter’s Public Health and Policy Committee.

Pascale Raymond, MD, presented at the 3rd World Congress of Digestive Diseases-2018 (WCDD-2018) in Rome, Italy, last fall. Raymond, a digestive diseases specialist, discussed the association between sarcopenia and nonalcoholic fatty liver disease (NAFLD) and advanced fibrosis in the United States. Raymond also won best abstract presentation at the United European Gastroenterology (UEG) meeting in Vienna, Austria (Oct. 20-23) for a poster project on the same topic.

Karn Wijarnpreecha, MD, an internal medicine resident who graduated last June, conducted the NAFLD research with Pascale Raymond, MD, as the principal investigator and Donghee Kim, MD, PhD, division of gastroenterology, Stanford University. They were supported at Bassett Medical Center by Melissa Scribani, MPH, Bassett Research Institute statistician.

Colin Kennedy, MD, a second year general surgery resident, presented a trauma research project at the American College of Surgeons’ (ACS) annual meeting in Boston last fall. This research was also presented at the ACS Committee on Trauma (ACS-COT) state and regional level competitions held at Bassett and in Puerto Rico respectively. He won top clinical research project honors at both competitions and was selected and invited to participate in the national competition. Kennedy’s research compares patient mortality rates in trauma centers that are American College of Surgeons verified against those verified by individual states. The research also considers the volume of trauma patients and number of critically injured patients treated.

“Our data show that patients who go to ACS-verified level 1 centers ultimately do the best. The next question is why and once we identify those factors, we will pursue finding ways to implement them in smaller local hospitals to improve outcomes in those settings.”
Public Health Intervention in NYS Model for Rest of Country

A program developed by the New York Center for Agriculture Medicine and Health (NYCAMH) to combat the leading cause of death on farms is being lauded as a model for the rest of the country. According to a study published in the American Journal of Public Health (AJPH) last fall, the program to retrofit older tractors with rollover protective structures (ROPS) has prevented death and injury on New York State farms since its inception 10 years ago and has saved more than four million dollars.

The study caught the attention of Linda Forst, MD, MPH, a professor in the division of Environmental and Occupational Health Sciences, UIC School of Public Health, and the director of the WHO Collaborating Center in Occupational and Environmental Health. An editorial by Forst in the AJPH states, “... the Myers et al. investigation focused on a public health problem that has been recognized around the world and has remained unsolved for almost a century. As is the case with many public health issues, we know what we have to do … the goal of outfitting more than 80 percent of old tractors with ROPS is attainable and, now, demonstrably cost effective. It is certainly worth the price.”

Tractor overturns are the leading cause of death and disabling injury on farms in this country. The intervention model used in New York State combined social marketing and a ROPS rebate program. First launched in New York State in 2006, the program has since expanded to several other states.

NYCAMH is a program of Bassett. Learn more by visiting www.nycamh.org.

2,510 tractors have been retrofitted with ROPS
CHRONIC DISEASE SELF-MANAGEMENT PROGRAM EARNED FEDERAL RECOGNITION

Living Well with a Chronic Condition

A Bassett Research Institute program to help patients with chronic conditions live an improved quality of life by teaching them how to better self-manage their health issue received the Federal Office of Rural Health Policy (FORHP) Evidence-Based Model Award in 2018. The Diabetes Self-Management Program (DSMP) was initiated in the spring of 2017 for patients recruited from eight clinic sites. The DSMP consists of six weekly small group sessions and helps patients build and practice self-management skills. They share experiences and provide peer-to-peer support for overcoming challenges to managing their disease.

David Strogatz, PhD, a research scientist and director of the Bassett Research Institute’s Center for Rural Community Health, explains, “Chronic conditions like diabetes have become more prevalent in rural regions of the United States. To promote population health, it is essential to implement strategies for primary prevention and improving patients’ abilities to manage these conditions in order to prevent complications and maintain a better quality of life.”

Percentage of enrolled patients who completed the program was 76%

Of the 63 people who completed the program and have been followed for 18 months, the percentage whose A1c level was equal to or over the recommended target has declined 13%.

Among the 29 participants who began the program in 2017 with a higher than recommended A1c level, 72% have lowered their A1c and 45% have achieved an A1c that is below the target level.
Bassett’s school-based health (SBH) dental program provides critically needed oral health exams, digital dental radiographs (“X-rays”) and restorative treatments for students enrolled in the school-based health program. Last year, Leah Carpenter, DMD, and a SBH dental hygienist completed over 15,000 procedures in 2,775 dental visits to SBH.

“Bassett serves an eight-county region in which many families have a hard time getting good dental care,” says Carpenter, who is the dentist that sees students in the health center; she is also chief of the Department of Dental Services for Bassett Healthcare Network. “Barriers to care include lack of fluoridated water, poverty and poor diets, lack of dental insurance, significant travel time and a shortage of providers,” explains Carpenter. “The result is a high rate of poor oral health, especially among children. I routinely have to restore and sometimes remove permanent teeth on kids due to severe dental decay, but we’re hoping to minimize these treatments in the future with good preventative care, which our hygienists provide at all our school-based health centers.”

Lawrence Young has three children enrolled in school-based health and was extremely pleased when dental services were added to the care provided in the Laurens School District in 2014.

“It’s been amazing because I don’t have to take them out of school or even need to be there when they get a checkup,” says Young. “Recently, we’ve had to get vehicles in for repairs and wouldn’t have been able to make it to a dental appointment outside the school setting. My 15-year old especially hates missing school because so much is covered during class and she is one of three children, so having dental care available in school assures they get the regular checkups they need.”

Of the 15,000 visits completed at Bassett’s school-based health centers last year, 703 were for restorative care.

Dental Services Help Thousands

37,953 School-Based Health visits in 2018
Now entering its fifth year, the Bassett Research Institute’s Junior Iron Chef competition is an innovative partnership with SUNY Cobleskill’s culinary arts program and is enormously popular among area middle and high school students. In 2018, the competition attracted 25 teams (93 students) from schools in Delaware, Fulton, Herkimer, Montgomery, Oneida, Otsego and Schoharie counties. The competition challenges students to develop and prepare healthy, tasty dishes using at least two colorful fruits or vegetables and two items from the USDA commodities list for school lunch programs. Winning dishes have a chance to become part of regular lunch menus at schools throughout the region.

Project coordinator Christine Burrington says, “It’s gratifying to see how seriously students take the competition and to know that many of these kids will have better health because of the skills they learn and will use for the rest of their lives.” This year, the Junior Iron Chef competition will take place March 30 at SUNY Cobleskill.

**UpClose Cardiac Surgery**

Bassett Medical Center’s UpClose Cardiac Surgery Program teaches seventh-graders about the physical dangers of smoking, the clinical benefits of regular exercise and how to maintain a heart-healthy diet. Students also have the opportunity to watch a video of open-heart surgery and ask questions of a heart health specialist. HealthWorks supervisor Christine LaLonde-Meade presents the UpClose program to students and says, “We will not impact the prevalence of heart disease without focusing on those lifestyle habits that start early and represent controllable risk factors, like smoking, nutrition and exercise.”

During the 2017-2018 school year, 1,059 students from 29 schools in central New York traveled to Cooperstown for the UpClose Cardiac Surgery Program.
COMMUNITY SERVICE

Bassett Clinicians Assist with Medical Relief Efforts in Puerto Rico

Last fall, a team from Bassett Medical Center traveled to Puerto Rico to assist with medical relief efforts.

More than a year after Hurricane Maria plowed through Puerto Rico, public health conditions are still poor and access to much-needed medical assistance and basic health care is limited.

Maria was a Category 4 hurricane when it reached Puerto Rico in September of 2017. The damage Maria caused was catastrophic. On the island of Vieques, the hospital was destroyed along with the island’s health and water infrastructure. Chronically ill patients are still struggling more than a year later to get the care they need. Waterborne and infectious diseases continue to rise, and the mental health crisis Puerto Rico faced before Maria has worsened.

The team from Bassett Medical Center traveled to Vieques last September to help staff a medical clinic for a week. Dr. Celeste Johns, chief of Psychiatry; Dr. Chris Kjolhede, pediatrician; Anna Buell, a clinical coordinator, and registered nurse Rachel Gaston joined eight other volunteers from New York State. The group provided pediatric and general medical care and post-traumatic stress disorder counseling.

Ahead of the group’s departure, Bassett Medical Center sent a shipment of medical supplies, including stethoscopes, blood pressure cuffs and glucose monitors, in support of the medical relief efforts.

The Bassett team’s travel to Puerto Rico was organized through United Methodist Church Volunteers in Mission.

In 2018, Bassett employees provided over 7,000 hours of community benefit services

Charity care provided by Bassett Medical Center in 2018, $3,074,582
In April of last year, the Association of American Medical Colleges released the findings of new research that projects a shortage of 42,600 to 121,300 physicians by the end of the next decade. In the rural region Bassett serves, it is particularly difficult to attract and retain the number of practitioners and nurses we need.

Director of Medical Education James Dalton, MD, notes that to help address the shortage, Bassett first began recruiting international medical graduates in the early 1990s. In the decades since that decision was made, our organization has been greatly enriched by the presence of our international colleagues and our patient care enhanced because of it.

“The international medical graduates who come to Cooperstown are exceptional not only in their knowledge and skills, but in their humanism and motivation to be the best doctors they can be,” says Dalton.

Today, Bassett is fortunate to have a significant percentage of practitioners, medical residents, nurses and other staff who come to Cooperstown from around the world to help meet the health care needs of the region we serve. Our international colleagues bring a diverse set of experiences and the opportunity for shared learning and collaboration, all of which benefit our clinical community and the greater community beyond the hospital’s walls.
Economic & Community Impact:  
Bassett Medical Center  
New York State Hospitals Need Help with the Financial and Operational Challenges of Transformation

Your Hospital Improves the Economy & Community

$860,000,000  
Economic Activity  
The economic activity generated by hospitals—through jobs and the purchasing of goods and services—makes up 10% of the state's entire Gross Domestic Product (GDP).

$122,000,000  
Tax Dollars Generated  
New York hospitals are responsible for generating significant tax dollars and stimulate the economies of local communities and the whole state.

$53,000,000  
Community Benefits & Investments  
Adhering to their charitable mission, hospitals cover the cost of care provided to people in need; subsidize care and services to low-income, elderly, and under-served communities; and continuously invest in many community health initiatives.

6,000  
Jobs Generated  
Hospitals and health systems are often the largest employers in communities, generate many more jobs, and are a top 10 private sector employer in every region of New York State.

Your Hospital Provides Quality Healthcare

789,000  
Outpatients Provided Care

16,000  
People Treated in the Emergency Room

9,100  
People Admitted to Your Hospital

800  
Babies Delivered

Your Hospital Relies on State & Federal Funding

57%  
Reimbursement from Medicaid and Medicare  
A large portion of hospital reimbursement is tied to Medicaid and Medicare, which do not cover the cost of care; Medicaid only pays 73 cents for each dollar of care and Medicare only pays 95 cents.

Improving Quality

Hospitals across New York State continue to participate in the national Partnership for Patients (PFP) initiative, created to reduce hospital-acquired conditions and preventable readmissions. Through this PFP initiative, New York hospitals have achieved a number of important successes, including: reducing hospital-acquired infection rates by up to 64%; reducing patient readmissions by 47,000; and meeting CMS reduction targets for pressure ulcers and falls.

Triple Aim

Hospitals, nursing homes, and home care agencies across New York State are pursuing the "Triple Aim" of improving population health, enhancing the quality of patient care, and reducing the per capita cost of healthcare. In spite of fiscal constraints, hospitals and health systems are embracing the challenge of transforming healthcare and are implementing new and innovative approaches to healthcare delivery. HANYS Innovation Spotlight—Triple Aim campaign has promoted over 100 case studies to highlight these initiatives at www.hanys.org/tripleaim.
Bassett Healthcare Network was recognized as one of America’s Best Mid-Size Employers by Forbes Magazine for 2018. Bassett was one of only 25 hospitals and health systems in the country to make the list and one of only five in New York State, along with Memorial Sloan-Kettering, New York Presbyterian Hospital, Roswell Park Cancer Institute and University of Rochester Medical Center.

“I love what I do, who I work for and coming to work every day.”

“I am completely satisfied working in this organization. I am a long-term employee and have always felt this way.”

“Bassett is a great place to work.”

“I find it difficult to come up with how to make Bassett a better place to work, as I honestly feel it is already a great place to work.”