

The Big Picture



Michelle LeBeau
President & Chief Operating Officer

This is an extraordinarily difficult time. Here and at home, we're being asked to adapt and adjust and adapt again. It's uncomfortable and frankly, not easy to do.

Our organization has a long and proud history of caring for the people in the North Country. Yet our past also includes yearly efforts to string our finances together so we could continue that good work. Meaningful change was called for many months, even years, before anyone ever heard of COVID-19. Unbalanced schedules, staff burnout, recruitment and capacity issues and budget shortfalls were clear indicators that we needed to work differently while still offering our patients compassionate and expert care. And in mid-March, sustainability plans were in place and progress was being made when the virus made its appearance.

Today, hospitals like ours are reeling from the cancellation of elective procedures, huge drops in emergency department visits and the additional costs associated with COVID. The American Hospital Association reports a four-month financial impact of \$202.6 billion in losses for hospitals across the US. (*Hospitals and Health Systems Face Unprecedented Financial Pressure Due to COVID*). In New York, where rural hospitals like ours have been on shaky ground for some time, navigating through the pandemic has been treacherous.

Putting an end to our financial instability while honoring our tradition of caring for this community is important to our future. To do anything less is putting who and what we are as an organization in jeopardy.

It's important to note that health care is not the only industry that is being reshaped by COVID. Headlines about closures, bankruptcies and downsizing appear daily in our local newsfeeds as businesses large and small are struggling to survive. While the economy tics up and our communities slowly reopen, there is no indication that struggles will end any time soon.

Our redesign plan can help put us back on track. This difficult moment will place us in a stronger position to face the future. We are all grieving for what was while working to embrace what needs to be. This tugging – push and pull on our emotions – is something we could expect. As we work through it, it's important to stay focused on our goals:

- To continue to provide care our community
- Keep as many folks employed as possible
- To be here for the community and each other in the future

Ultimately, it's our commitment to move forward together and to continue to be here for our community and each other that will be key to this plan's success.

My intent is to work with both SEIU 1199 and NYSNA to rebuild a CVPH that provides compassionate, patient-centered, customer-friendly and cost efficient care while supporting the people who provide it. Throughout the COVID-19 crisis, I valued the insight and expertise offered by their representatives and I'm certain it will play a vital role in both our ongoing efforts and the road ahead. We may not agree on every detail but we share a common desire to continue to provide the care our community needs and deserves.

I am sorry for the incredibly difficult position our employees, our union leaders and our organizational leaders are in. These are monumental steps – necessary steps - and I believe each will help secure the future of our organization – an organization we are all so proud of.

As always, feel free to reach out to me any time at (518) 562-7055.

Our Operating Performance (2015 - June, 2020)

2015	(\$1,793,000)
2016	(\$7,930,000)
2017	\$2,414,000
2018	(\$8,784,000)
2019	(\$6,970,000)
2020 June YTD	(\$10,280,000)* *This includes the \$30 million in state and federal support

Hospitals In Crisis

- Upstate hospitals have lost more than \$1B in revenue since pandemic began. (*Integrated Healthcare Association*)
- From Albany to Buffalo more than 6,000 hospital employees have been furloughed. (*Integrated Healthcare Association*)
- Over just the last 10 years, 124 rural hospitals have closed with another 453 at risk for closure. (*National Rural Health Association*)
- At least 42 hospitals across the U.S. have closed or entered bankruptcy this year. (*National Rural Health Association*)