



RIVER'S EDGE
HOSPITAL • ST. PETER



Annual Report

2020

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Our Mission

River's Edge Hospital is committed to providing world class care.

Our Vision

To create a hospital model of the future.

Our Values

We value integrity, compassion, respect, quality and collaboration.



From the CEO

I have had the pleasure of working at River's Edge Hospital for the past twelve years, and while I hadn't envisioned it, it is a true honor for me to serve as the CEO. My priority is to continue to work to achieve the Mission and Vision of River's Edge: To provide world class care to our patients and to create a hospital model of the future.

At the end of each year, we take the opportunity to reflect on the accomplishments of the organization. 2020 was an unusual and difficult year for many, including River's Edge. While the Covid-19 pandemic could certainly be the primary focus of the past year, I prefer to focus the attention on the great things that have happened.

In March, we activated our Incident Command team and carefully monitored the ever-changing world of Covid. Much of our time was spent ensuring the safety of our patients and our staff. I consider us hugely successful in this area. We implemented several innovative changes that helped us provide care to patients with respiratory issues; we provided education to our staff to ensure that we were able to continue to provide the highest quality of care to the patients; and we utilized technology to allow staff to work from home and to ensure staff and patients entering the building were actively screened for Covid. I am proud to say that we were eight months into the pandemic before our first staff tested positive for Covid and to date, we have had zero incidents of transmission of Covid within our facility. We also opened Kids Edge – a temporary daycare on campus that provided employees with a safe and consistent daycare option free of charge.

River's Edge continues to have a strong orthopedic program in partnership with The Orthopaedic and Fracture Clinic - - Ortho Edge. Executive Orders from the Governor paused elective surgeries for several weeks, which had an obvious financial impact on us. Despite the loss in revenue, we continue to be in a strong financial position. River's Edge maintains certification by DNV, one of only seven hospitals in the country, as an Orthopedic Center of Excellence.

In July, River's Edge completed a 26 month, 40,000 sq. foot renovation/ 32,000 sq. foot expansion project. With the completion of the project, we have 25 beautiful, private patient rooms, 4 state of the art operating suites, and a new Emergency Department and Urgent Care.

Lastly, we continue our partnership with The Huron Group. This partnership continues to focus on our culture, and helps us to be focused on being the best possible hospital we can be. I believe that this is our culture that sets us apart from other healthcare organizations.

As I look ahead, I anticipate our work to be focused on maintaining our strong culture; diversification of services; and the expansion of technology. It is my pleasure to present the River's Edge Hospital Annual Report to the community for 2020, providing highlights of the achievements of the River's Edge Team. I am confident you will share my pride in the accomplishments of the past year.

In Health and Service,
Paula Meskan, CEO



2020 at a Glance

971

Hospital Admissions

6,870

Emergency Services Visits

1,622

Surgical Procedures

10,848

Laboratory Patients

3,501

Radiology Patients

10,059

Rehabilitation Therapy Patients

1,523

Cardiac Rehabilitation Visits

1,811

Ambulance Calls



February 2020 - 1st Annual Winter Walk



April 2020 - Building each other up during the pandemic



May 2020 - Thankful for community support



September 2020 - Supporting each other



December 2020 - Many, many Zoom meetings

About River's Edge Hospital

River's Edge Hospital (REH) is a critical access hospital providing high-quality health care services to those who live, work, or visit in the Saint Peter area. REH is an enterprise of the City of Saint Peter and it is an independent hospital, meaning it is not part of a larger health care system. It is governed by the Board of Commissioners who are appointed by the Mayor and approved by the City Council. A key role of the Board of Commissioners is to hire and evaluate the performance of the Chief Executive Officer.

While much of our work is focused on orthopedics, we provide multiple services for both in-and out-patients. Our services include:

- **24/7 Emergency Care**
- **Certification as Stroke Ready Hospital**
- **Designation as Level IV Trauma Center**
- **ED Provider on site 24/7**
- **Urgent Care**
- **Express Care**
- **Ambulance Services**

Surgical Services

- Orthopedics
- Hip, Knee, Shoulder, Total Joint Replacement
- Orthopedic Trauma (fractures)
- Spine Surgery
- Outpatient Orthopedic Procedures (carpal tunnel, arthroscopy)
- General Surgery

Advanced Medical Imaging

- X-ray
- Mammography
- CT Scanning
- Ultrasound

Laboratory

- Chemistry
- Microbiology
- Blood Banking

Case Management

- Utilization Review

- Social Services
 - Discharge Planning
- ### Acute Medical In-and Out-Patient Services

- Infectious Disease
- Medication Education
- Diabetes Management
- Swing Bed
- Rehabilitation Services
- Physical Therapy
- Occupational Therapy
- Speech Therapy

These services allow REH to have a viable healthcare institution. Services, especially those provided for orthopedic needs, provide REH with the financial support to thrive and remain an independent hospital.

REH employs a combination of 200 employees who are considered: full-time, part-time, casual, on-call and temporary employees. These employees represent direct patient care and non-patient care employees. Direct patient care employees consist of both licensed and unlicensed employees.

During the past year, REH has experienced transition of the Chief Executive Officer. In December of 2019 following the resignation of the CEO, the duties of the role were distributed to the remaining

members of the Executive Team on an interim basis until the position was filled by a new CEO in March 2020. In September 2020, a second transition of the CEO occurred, and the duties of the role were again distributed across the Executive Team. Paula Meskan, former Chief Nursing Officer, was chosen as the new CEO and began her role in March 2021.

In July 2020, REH completed a \$38M expansion/renovation project that increased patient beds from seventeen to twenty five; expanded and combined the Emergency Department and Urgent Care; expanded surgery to include four fully integrated operating suites, a six bay post-anesthesia care unit, eight private Same Day Care beds, increased capacity for sterile processing and a true sterile core for the storage of sterile equipment and instruments; and an expanded Rehabilitation Department that includes both in-and out-patient therapy space. In October 2020, REH opened River's Edge Express, a retail clinic operated in a leased space at the Hy-Vee grocery store on Adams Street in Mankato, Minnesota.



River's Edge Hospital Board of Commission

The River's Edge Hospital Board of Commissioners are appointed by the mayor of the City of Saint Peter, Mn. The board consists of five appointees who live in the city limits of Saint.Peter and can serve 2, 5-year terms, 2 city council representatives, and the president of the medical staff. The Commission has charge of the administration, operation and maintenance of all hospitals, nursing homes, medical clinics, and ambulance service. The Board of Commissioners meets at River's Edge Hospital in the Helen White Conference Rooms 1 and 2 at 12:30 p.m. on the 4th Wednesday each month.



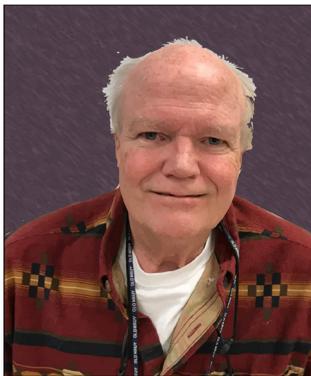
John Lammert
Commission President



Blake Combellick
Commission
Vice-President



Mary Ann Harty
Commission
Secretary/Treasurer



Gary Swedberg
Commission Trustee



Casey West
Commission Trustee



Carolyn Dobler
Commission Trustee



Dr. Kyle Swanson
Medical Staff President



Ed Johnson
City Council
Representative



Stephen Grams
City Council
Representative

Leadership at River's Edge



Paula Meskan
Chief Executive Officer



Jackie Kimmet
Chief Human
Resources Officer



Jamie Stolee
Chief Nursing Officer



Janelle Rauchman
Chief Quality Officer



Stephanie Holden
Chief Experience
Officer



Jamie Reuvers,
Surgical Services



Tiffany Hering
Med/Surg



Tracie Lafata
Rehab Therapy



Melissa Nelson
Pt. Financial Svcs.



Paulette Redman
Health Info. Mgt.



Stacey Johnson
ED/Urgent Care



Kim Henze
Imaging Svcs.



Rob Rietschel
Information Tech



Nichole Picotte
Dining Svcs.



Shirley Miller
Pharmacy



Nikki Bloom
Laboratory



Mark Ehlers
Materials Mgmt.



Melony Ramsey
Daycare Mgr.

Strategic Focus

Each year the Leadership Team at River's Edge Hospital engages in strategic planning, looking at the past year's results and looking ahead to the future. The River's Edge Hospital Strategic Plan keeps the organization on the path toward growth and success.

The creation of the strategic plan and business plan is centered on focusing on the future of healthcare and changes regarding length of stay for joint replacement patients, other reimbursement changes, and utilization of the newly completed expansion and renovation of River's Edge Hospital, patient satisfaction and employee engagement. The plan is also aligned with our Journey to pursue the Malcolm Baldrige National Quality Award to define and develop systematic processes for all services within the organization.

The purpose of the strategic plan is to identify the major initiatives we intend to undertake in 2021. Goals are set in six pillars - Growth, Quality, Service, Finance, People, and Community. Those goals are listed below on pages 6 and 7. The results for goals set in 2020 are shown on page 7.

During the 2020 planning that took place in 2019, no one could have predicted that a pandemic would change the Hospital's focus. Everyone at River's Edge Hospital adjusted and we consider 2020 a successful year.

Growth

- Increase average adjusted patient days from 370 in 2020 to 400 in 2021
- Achieve an average of 12 visits per day at River's Edge Express Clinic

Service

- Improve Rate the Hospital 0-10 score from 88% to 89%
- Improve Emergency Department "Likelihood to Recommend" score from 75% to 82%
- Improve Urgent Care "Likelihood to Recommend" score from 73% to 75%.
- Improve Outpatient Surgery Rate the facility 0-10 score from 86% to 90%

Quality

- Reduce the number of patient falls from 3.5 falls per 1,000 patient days to less than 3.3 falls per 1,000 patient days

Strategic Focus

REHC Strategic Plan 2020 Dashboard													
	Goal	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
GROWTH													
Decrease number of avoidable ED transfers in 2019 by 50 percent by Dec. 31, 2020	16	7	0	0	0	0	0	0	1	0	0	0	1
Increase the average number of swing bed days from 19 per month to 29 per month by the end of 2020	29	19	21	9	26	52	16	23	36	12	25	5	11
SERVICE													
HCAHPS rate the hospital 0-10 increase from 87% top box to 88% top box by end of 2020	88.0%	88%	87%	88%	88%	88%	88%	88%	87.6%	87.4%	86.1%	86.2	86.4
Emergency Department Survey "Likelihood of recommending this ED" Top Box score ≥ 78%	78.0%	77%	78%	81%	81%	82%	83%	83%	83.3%	82.5%	82.2%	83.3	83.8
Urgent Care Survey "Likelihood of Recommending this Urgent Care" Top Box score ≥ 72%	72.0%	72%	72%	72%	73%	76%	75%	75%	74.2%	76.5%	78.5%	79.3	78.6
Outpatient Surgery "Rate the Facility" ≥ 82.3%	82.3%	83%	84%	85%	86%	87%	86%	87%	88.5%	88.1%	89.3%	87.6	88
QUALITY													
Decrease baseline time from ED decision to admit to Med/Surg from 81 minutes to 40 minutes	40	111.4	89.3	96.3	55.1	67.7	70.6	49.3	91.5	75.8	69.4	75.8	60.4
Maintain Surgical Site Infection (SSI) and Surgical Complications <= 2%	≤2%	0.25%	0.24%	0.42%	0.36%	0.41%	0.40%	0.33%	0.32%	0.43%	0.44%	0.44%	0.43%
PEOPLE													
Reduce Overall Turnover rate to ≤ 20%	20%	2%	3%	3%	5%	7%	8%	9%	11%	14%	15%	15%	18%
Gallup Q12 Survey Grandmean Score ≤ 4.36	4.2	4.34%						4.31					
FINANCE													
Days Cash All Sources increase to 120 days by Dec. 31, 2020	120	80	70	100	100	144	124	118	124	120	124	122	118
Operating Margin ≥ 3%	≥3%	4%	4.6%	-48.8%	-114%	-9%	18%	-9%	2%	3%	-8%	-17%	-11%
Net AR Days ≤ 40 days	≤40	54	54	40	40	36	55	54	54	52	52	53	52
Maintain debt service coverage >= 1.25	≥1.25	3.6	3.7	3.5	3	3.3	3.4	2.9	2.9	2.8	2.6	2.2	2
COMMUNITY													
Community Education Events = 12 annually	12	0	1	1	0	0	0	1	0	0	0	0	0
Completion of Annual Report by 5/31/20	1												
Quarterly Newsletter sent out each quarter	4			1			1			1			1

People

- Reduce employee turnover from 15% in 2020 to 14% in 2021
- Increase employee engagement score from 4.31 in 2020 to 4.36 in 2021

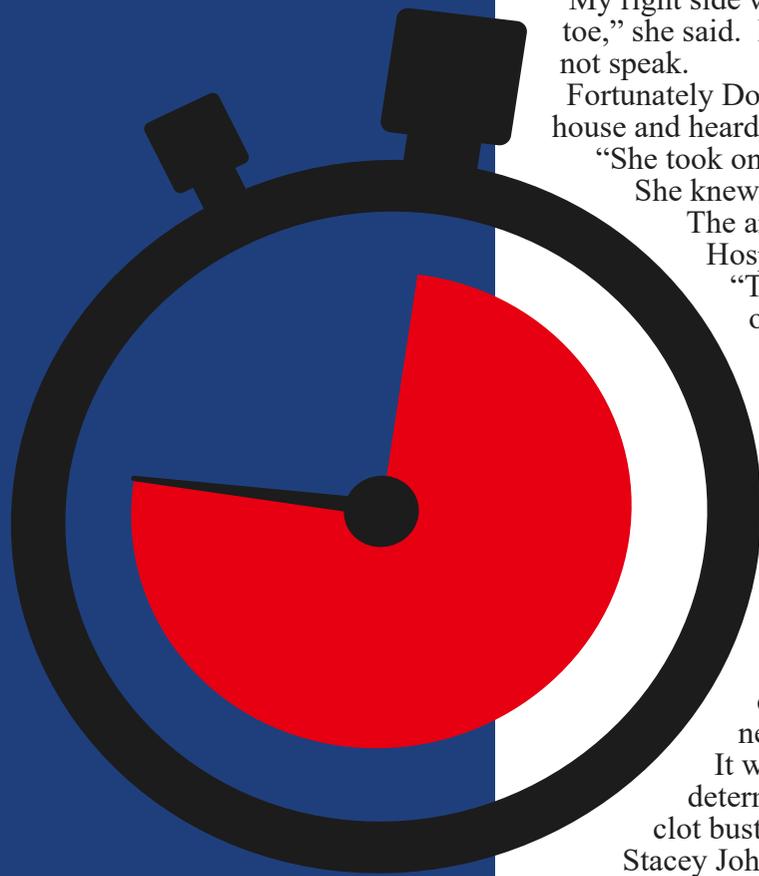
Finance

- Increase the net operating margin from -7.6% in 2020 to 3.0% in 2021
- Increase days cash on hand from 120 days in 2020 to 130 days in 2021

Community

- Host at least 12 community events in 2021
- Publish 4 community newsletters annually

Every Minute Counts



Every minute counts. This is a phrase we have all heard or used at one time or another. One never knows how true those words are until every minute DOES count.

Doreen Skeji of St. Peter is a retired business education teacher and until March 2020 when COVID-19 changed how students were going to school, was substitute teaching.

"I loved it," she said about being back in the classroom.

Doreen also loves to stay active. She walks for about an hour each day. "I'm a walker," she said enthusiastically.

One day she was walking at the fairgrounds in St. Peter and talking with a friend. When she returned home she felt tired and decided to take a nap.

When Doreen woke up she knew something was wrong.

"My right side was completely paralyzed from head to toe," she said. Her face was drooping and she could not speak.

Fortunately Doreen's daughter Stephanie was in the house and heard Doreen making noises.

"She took one look at me and called 911 right away.

She knew I was having a stroke."

The ambulance crew from River's Edge Hospital arrived quickly, Doreen said.

"They got me on the stretcher and got me out as fast as they could."

Because Doreen's daughter was home when Doreen returned from her walk, she was able to give the ambulance crew a good idea of when Doreen had the stroke.

"If my daughter wouldn't have been home I could have been disabled or have died," Doreen said.

When Doreen arrived at River's Edge Hospital's emergency room she was assessed right away by a physician at Abbott via the telestroke partnership River's Edge has with Abbott.

It was through that assessment that it was determined Doreen could receive Activase, a clot busting drug.

Stacey Johnson, RN, CEN, manager of the Emergency Department at River's Edge Hospital said patients who meet the criteria to receive Activase get 10 percent of the drug through an injection and the remaining 90 percent through infusion over the course of an hour.

"Many patients could have an improvement of symptoms within that hour," Johnson said.

Doreen was transported to Abbott by helicopter and by the time she arrived she "was able to talk and make sense," she said.

Today Doreen is doing well. She is going to physical therapy at River's Edge for post-stroke therapy and is doing things to help reduce stress and increase activity.

"I do word and number puzzles to keep my mind busy," she said. "And I am walking around the house."

Community members help to improve patient care

In 2018 River's Edge Hospital formed a Patient and Community Advisory Council as another avenue to help meet the mission of providing world class care to all who come to River's Edge Hospital.

The Patient & Community Advisory Council is a diverse group of community members, current or recent patients, and family members who represent the collective voice of our patients and families. Council members offer advice, information and recommendations to support patient care, planning, and procedures. Information presented by this group provides leaders and staff with a better understanding of how to improve quality, program development, service excellence, communication, patient and family education, staff orientation, education, and patient/family satisfaction and loyalty.

In the time the Council has been in place, the group has provided valuable feedback in the organization's strategic planning, has reviewed printed patient materials and provided input to make those materials more understandable for the patients, and have shared valuable feedback from their own hospital experiences and from others in the community.

The Patient and Community Advisory Council members meet 4 times a year. The meetings consist of education on the services the hospital provides, policy discussion, and community feedback. During the height of the COVID-19 pandemic, the PCAC provided valuable insight on how the changes in the hospital's visitor policy affects patient care and provided suggestions on how to ensure patients were able to connect with their loved ones while they were in the hospital.



Current members of the council are:

- MaryAnn Harty, Hospital Commission member and PCAC Co-chair
- Cheryl Olson, Community Member, and PCAC Co-chair
- Blake Combellick, Hospital Commission member
- Matthew Tuggle, River's Edge Hospital employee
- Carol Clark, Community Member
- Lois Braun, Community Member
- Ginny Miller, Community Member
- Ken Rossow, Community Member
- Keith Kehoe, Community Member
- Bonnie & Arne Jaster, Community Members

There are open positions on the Patient and Community Advisory Council. People who are interested in becoming a member of the Patient and Community Advisory Council can download an application at www.REHC.org or request one via mail or email by contacting Stephanie Holden, Chief Experience Officer at 507-934-7645 or sholden@rehc.org.

River's Edge in the Community

The COVID-19 pandemic put a halt to all of the community-focused events and education opportunities that were scheduled in 2020. In 2021 River's Edge Hospital remains committed to its mission to ensure people have access to good, healthy food and to follow a healthy and safe lifestyle. The hospital does this through participation in the St. Peter Area Food Access Network and partnerships with other public safety entities like the St. Peter Police Department and Nicollet County Sheriff's Department.



(Pictured left) The Bike Safety Rodeo made a comeback in 2021. The event is co-sponsored by River's Edge Hospital and St. Peter Police Department. Kids ages 0-17 receive free bike helmets and bike safety tips at the event.



(Pictured Right) River's Edge Hospital employees and Commission members volunteer for Fresh Food Fridays. The food distribution event takes place each summer.



(Pictured Above) River's Edge Hospital is a proud presenting sponsor of the annual Community Night to Unite & Summer Celebration. (Pictured Right) - in 2019 River's Edge started the February Winter Walk during Winterfest to encourage people to get out and move about in the winter.



COVID-19: Rising up during a pandemic

On March 16, 2020 River's Edge Hospital began its emergency response to the COVID-19 pandemic by starting its Incident Command Structure. Incident Command (ICS) is a specific emergency management and response practice designed for a cooperative response by multiple agencies to ensure all needs are met.

In the beginning of the pandemic there were many unknowns and oftentimes decisions the Administration at River's Edge Hospital made in the morning would need to be changed in the afternoon.

ICS meant there was a constant flow of communication about executive orders, masking and social distancing requirements, quarantine times, and whether or not there were enough supplies available. In the middle of all of this was construction. River's Edge Hospital was nearing the end of the construction and renovation of the facility. This added another layer of communication to the construction crews in the building.

Hospitals all across the United States were experiencing high numbers of very ill patients, furloughing employees and mask, glove and other personal protective equipment shortages.

River's Edge Hospital was prepared for a similar situation but the experience was different. We were surrounded by a community that took care of us by making homemade masks for staff and patients. We received donations of N95 masks, gloves and gowns from local businesses and from the South Central Emergency Management Coalition.

Having construction workers in the building proved to be a big benefit for the hospital. To prepare for a potential surge in COVID-19 patients, the Urgent Care exam rooms, Emergency Department trauma bays, and four inpatient hospital rooms were converted to negative pressure rooms using a special venting system. The crews already working in the building quickly converted these areas for us. Those rooms were used and River's Edge was never overwhelmed with COVID-19 patients.

All staff were deemed essential and administration made the very conscious decision to not furlough any employees during the pandemic. During low patient volumes primarily due to the pause in elective procedures, front line nursing staff were cross-trained to work in other departments. This was done in the event there would have been a surge in COVID patients in our area. Other staff were assigned to work in different areas as needed.

Taking care of employees was also a high priority. Because the status of many in-home daycares and daycare centers was unknown, River's Edge Hospital utilized COVID grant dollars to open a fully licensed daycare to be used by River's Edge employees. Today the daycare is still open in temporary status until December 2021.



(Top to Bottom) - Construction workers install part of the venting system in Urgent Care rooms to create negative pressure rooms; daycare opens for employees; homemade masks; River's Edge employees help spread the message on staying healthy.

Experts in the Emergency Room

Injury or illness can happen on any day of the week at any time of the day. When that happens the care needed in an emergency room is expected to be given by healthcare nurses and doctors who are highly skilled and trained for whatever comes their way.

In 2020, during the height of the Coronavirus pandemic, five of the registered nurses who work inside the emergency room at River's Edge Hospital began working on and passed a rigorous education program to become Certified Emergency Room Nurses (CEN). In 2021, five more RNs will be doing the same program to receive their CEN.

"It speaks to the knowledge in the emergency room and the skills we have and experiences we have in the department," said Stacey Johnson, RN, CEN, Manager of the Emergency Department at River's Edge Hospital.

To be eligible to take the exam for the certification, nurses must have two years of experience working in an emergency room. The nurses took practice tests, watched videos and relied on different study guides and educational resources to help them prepare for the exam. It covers every system in the body – respiratory, circulatory, digestive, etc., and disease, injury and infection control.

"It's the hardest test I've ever taken," Johnson said of the 175 question exam. Cassandra Hrdlicka, RN, CEN

concluded. "It was difficult," she said. "The test was the hardest test I've ever taken."

The emergency room at River's Edge sees an average of 324 patients per month. The nurses who work there receive training and education annually and this certification is taking that to a higher level.

"They hold themselves to a high standard," Johnson said of her nursing team. "But this seals the deal – we know what we are doing."



Meet five of the Registered Nurses at River's Edge Hospital who are now Certified Emergency Room Nurses. There are five more nurses who will be receiving their certification this year. Pictured from left to right are - Anne Haugen, Jamie Sessions, Stacey Johnson, Cassandra Hrdlicka and Alisha Schmidt.

"I know I have resources," said Alisha Schmidt, RN, CEN. "I'm always going to be learning and improving. I have more confidence."

Having that confidence is important when caring for patients in the emergency room. The CEN exam tests the nurses on their judgement and critical thinking.

"I'm proud of them and they're proud of themselves too," said Johnson.

It's the Little Things

"How are you doing today?"

Doug Wolfe had not planned to go to the Emergency Room at River's Edge Hospital, but an infection in his foot was the reason for his first ever visit that day.

Doug said he felt silly going to the Emergency Room. His care team responded by saying, "Don't you feel that way. We're going to take care of you."

The visit to the ER led to admission to the hospital. Once that decision was made, Doug noted it was just 30 minutes before he was comfortable in his private room at River's Edge Hospital.

"They already had 'Welcome Doug' on the whiteboard," he said.

Doug served as the librarian at the St. Peter Public Library for 30 years and taught English for 23 years before that. This stay was his first at River's Edge. "The environment encourages relaxation and no stress. The staff do their job and do it extremely well."

The things Doug remembers most about River's Edge is the people and what they did for him. It was not just the hourly vitals check but the little things – the things Doug says they did not have to do. He recalled staff putting their names on the whiteboard where he could see it, nurses and patient care assistants (PCAs) introducing their replacements to him at shift change, straightening blankets and bringing an extra pillow without being asked, and seeing "Welcome Douglas" on the television when he turned it on.

"It's the things you can't help but notice and never forget," he said.

What impressed Doug about those who took care of him was that everyone did those same little things. He shared that even the housekeeping staff asked, "before I leave, is there something else I can do for you?"

"It's that way on Monday, on Friday, at Midnight, at 3 a.m.," he said.

Doug has been coming back to River's Edge for telemedicine visits for the care of his foot. He meets with an infectious disease physician through River's Edge Hospital's partnership with Avera telemedicine in Sioux Falls, SD.

"It's terrific to not have to drive to Sioux Falls," Doug said. "I felt like he (the doctor) was in person."

The care and treatment for the telemedicine visit has



Med Surg RNs Amber Siem and Jason Tupy consult about a patient.

been no different than the care and treatment Doug received in the ER and hospital. He said there is good communication, the doctor explains things in a way he can understand, and there is always a nurse with him to assist with the visit.

"St. Peter has a jewel. I didn't know how beautiful the hospital is. Then the care was wonderful. Honestly, I will not go anywhere else."

Building for the presentand the future

After two years of planning and 26 months of construction, the \$33.8 million expansion and renovation of River's Edge Hospital was completed in July 2020. The finished project includes a new, secure main entrance, new Emergency Department and Urgent Care, two new patient wings featuring 25 private patient rooms, an Outpatient Infusion Therapy center and an inpatient physical and occupational therapy gym. Existing hospital space was remodeled to expand operating rooms from two rooms to four, a new outpatient surgery center, new Rehabilitation Therapy, a café and dining service for patients, expanded laboratory space, and expanded billing and registration space.

The original hospital was completed in 2004. The facility had 17 private patient rooms and a small emergency department. In 2009 the Medical Office Building was opened and featured a retail pharmacy, a chiropractic office, River's Edge Clinic and the Mayo Clinic Health System, St. Peter.

Growth in surgical services led to growth in other services, prompting in 2016 the thought of expanding the hospital campus. In 2016 a master facility plan

was presented to the Hospital Commission and City Council and in 2017 both groups approved moving forward with the project. The project is funded through a United States Department of Agriculture Rural Development Loan and through hospital funds. The loan from the USDA also includes paying the \$10 million bond the City of St. Peter had for the 2004 building.

In May 2018 the hospital administration, hospital commission, city council members and other dignitaries officially broke ground on the project. 33,000 square feet was added to the hospital campus and 40,000 square feet was renovated. The project was finished on time and within budget.

The COVID-19 pandemic cancelled plans for a community open house after the project was complete. In lieu of an open house, there is a video tour available on the River's Edge YouTube channel <https://youtu.be/fH0FwwiHoLk>

Below and on the following page is a look at the expansion and renovation project.



Photo by Jon Smithers

April 2018 - A view of the River's Edge Hospital campus before construction began.



Photo by Stephanie Holden

May 2018 - After the ground breaking ceremony, the real work began. This shows the area of the new patient wings.



Photos by Stephanie Holden

June 2018 - A busy month! The former retail pharmacy space and chiropractic clinic space was torn up and the ambulance garage was demolished to make way for the new emergency department.



Photo by Jon Smithers

July 2018 - The interior garden was removed and prepped for construction. This is now the surgery department.

Building for the presentand the future



Photo by Jon Smithers

August 2018 - This aerial photo shows the foundation for the south patient wing and ground work for the new emergency department.



Photo by Jon Smithers

Sept. 2018 - A lot of progress was made in September. New construction takes shape and inside the new Rehabilitation Services Dept. readies to open.

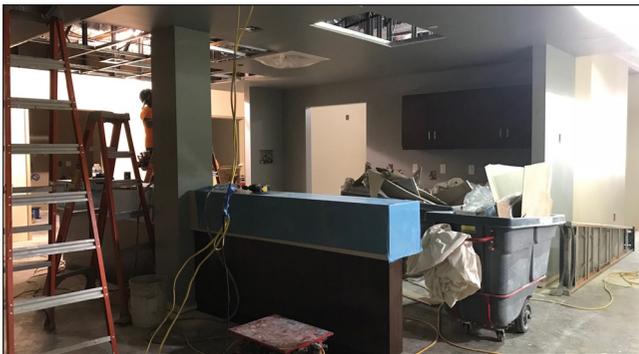


Photo by Stephanie Holden

December 2018 - Inside what will be the Same Day Surgery department. Crews worked outside on the new hospital wing construction and emergency dept.



Photo by Stephanie Holden

January 2019 - A very chilly look at what will be the new main entrance and Emergency Department.



Photo by Stephanie Holden

March 2019 -Patient rooms take shape and almost ready to open in June 2019.



Photo by Jon Smithers

July 2019 - A view of the progress from above. Inside, concrete was poured for the new operating rooms and patients are enjoying the new rooms.

Building for the presentand the future



Photo by Stephanie Holden

August 2019 - The interior of what is now the dining area at the main entrance.



Photo by Stephanie Holden

October 2019 - The new Emergency Department nurse's station takes shape.



Photo by Jon Smithers

December 2019 - In the cold, construction crews install the letters on the tower located at the main entrance.

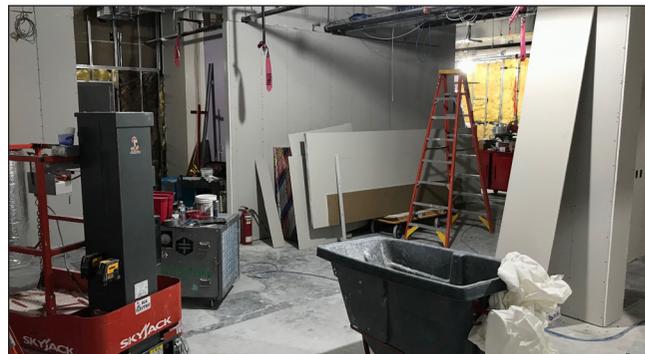


Photo by Stephanie Holden

January 2020 - The final phases of construction include space for the billing department (above) and completion of the new pharmacy space.



Photo by Stephanie Holden

May 2020 -When the pandemic started, construction continued.



Photo by Jon Smithers

July 2020 - That's a wrap! Construction is officially complete.

At your service

Departments & Services at River's Edge

Imaging Services

Kim Henze, Manager, Radiologic Technologist

2020 has been a difficult year for everyone. It has been a privilege to support our community during that stressful time. Rest assured the Imaging staff will be here for you whenever you need us.

In September of 2019 River's Edge installed a new 3D Mammography Unit. This unit allows us to obtain the largest amount of breast tissue imaging than ever before. This technology gives the Radiologist a greater opportunity to find breast cancer in its earliest stages so our patients can have the best outcomes possible. The Imaging Department staff has 50+ years of mammography experience and is ready to see you.

The Imaging Department houses a 64 slice CT scanner that is available 24/7 for any patient need. We are available for inpatients, outpatients and Emergency patients. In 2020 we were able to upgrade the software in this unit which increased the speed of the exams and the speed of the data reconstruction.

Dexa (Bone Densitometry) is available Monday through Friday, by appointment, with a doctor's order. Ultrasound Services are available Monday through Friday, by appointment, with a doctor's order. General Imaging (x-ray) is available 24/7.

Health Information Management

Paulette Redman, RHIA, Manager

The Health Information Management Department (HIM) provides services that support patient care and assist in facilitating the hospital's revenue stream. Our primary services include ensuring complete and accurate health records, transcribing dictated reports, scanning documents into our electronic record system, release of information as authorized and allowed by law, assigning code numbers to diagnoses and procedures for purposes of reporting and reimbursement, and providing data for various reporting requirements within and outside the facility.

In 2020 we upgraded our technology by adding a voice recognition system as part of our electronic health record. This technology is currently being used by our hospitalists and Emergency/Urgent Care providers to assist them with their documentation. As a provider dictates a report, the computer will recognize their voice and words and automatically translate their dictation into a typed report in the patient record, eliminating the need for the provider to type the report themselves, or to have a transcriptionist type from their dictation. Voice recognition allows patient information to be available immediately for other care providers and results in time and cost savings for the hospital.

In 2020 HIM learned to be flexible in our work processes and technology allowing staff to work from home during the COVID pandemic. This change has helped us to keep patient and employee safety as a priority while still keeping workflows going.



Photo by Stephanie Holden

The Imaging Services department offers 3D Mammography, CT Scanning, Bone Densitometry, Ultrasound and X-ray. Pictured are Tara Gunder-son, Kim Henze and Devan Bruns who are certified mammogram techs.



Photo by Stephanie Holden

The Health Information Management department is the keeper of the health records of those who have visited River's Edge Hospital. The medical coding for procedures and diagnoses are also done by this department.

At your service

Departments & Services at River's Edge

Pharmacy Department

Shirley Miller, PharmD, Manager

The Pharmacy department fulfills all the medication needs of River's Edge Hospital patients. Services are provided to inpatients, swing bed patients, and outpatients seen in Infusion Therapy, the Emergency Department, Urgent Care and Express Clinic. They maintain adequate inventories and ensure medications are secure, stored and used properly. Intravenous infusions that are not available premixed from the manufacturer are prepared in a state-of-the-art cleanroom to prevent infections.

Clinical pharmacists provide drug information to doctors and nursing staff, as well as guide proper prescribing by maintaining sets of orders in the computer system. They work as part of the healthcare team to select the best medications, dose and frequency to treat the patient. Pharmacists are often consulted to manage the care of patients for pain, antibiotic dosing, and blood thinners.

In addition, the pharmacist provides medication teaching on purpose and side effects to inpatients during their hospital stay. This serves to reinforce teaching provided by doctors and nurses, and answer any additional questions the patient may have. REHC routinely scores in the top 10% of hospitals for communication about medications.

During the past year, pharmacy has led the charge for improvement of medication reconciliation (obtaining a correct list of patient's home medications). A project to improve the documentation and transfer of care after discharge for patients taking warfarin (Coumadin®) was also started. The department is also involved in multiple safety initiatives related to medication: review of medication errors, reduction of opioids, and use of barcode scanning to ensure the right drug and dose are given at the right time.

REHC pharmacy is open from 7:30 AM through 5:30 PM Monday through Friday. After hours, new medication orders are reviewed by an off-site pharmacist for consistent high-quality care.



Photo by Stephanie Holden

Pharmacist Shirley Miller and Pharmacy Tech Diane Becker ensure patient's medicinal needs are fulfilled.

Laboratory Department

Nikki Bloom, MLS, Manager

River's Edge Laboratory is staffed 24 hours a day, 7 days a week which allows for rapid turn-around times on all testing



Photo by Stephanie Holden

Recent upgrades to laboratory equipment helps to ensure all testing and results are delivered in a timely and accurate fashion.

performed in house. River's Edge Laboratory offers Direct Access Lab Testing with results mailed directly to your house. Direct Access Testing is available Monday thru Friday, 7:30 a.m. to 5 p.m. The laboratory offers outpatient laboratory services with results sent to your primary care provider. The laboratory also offers to our community businesses urine drug screen collection for pre-employment, work injury, suspicion and return to duty.

Our in house testing menu consists of basic hematology, coagulation studies, including whole blood INR testing, various waived testing such as group A strep screens, RSV, Influenza and COVID-19 testing, basic chemistry including blood gases and carbon monoxide testing, blood bank testing and some microbiology studies. For tests that we do not perform in house we send specimens to Allina Health Laboratory which is part of Abbott Northwestern Hospital.

In 2020 the laboratory updated a few of its analyzers including; a new blood gas analyzer that is also capable of doing carbon monoxide testing, a new hematology analyzer and 2 new chemistry analyzers. Two chemistry analyzers provide uninterrupted testing during down time.

At your service

Departments & Services at River's Edge

Emergency Department and Urgent Care

Stacey Johnson, RN, CEN, Manager

The Emergency Department and Urgent Care had their one year anniversary in the new space in November of 2020. The transition of both departments has gone smoothly and all staff have settled into their new departments. Due to the combining of departments, a Triage Nurse was added which will allow patients to be properly triaged to either the Emergency Department or Urgent Care for their care.

The Emergency Department (ED) is available to patients 24 hours a day, 365 days a year. Patients who come to the ED will be cared for by a doctor or physicians assistant (PAs) along with the registered nursing staff in the department. In 2020 five of the 13 ED nurses received their Emergency Nurse Certification (CEN). In 2021 five additional nurses are set to complete their CEN.

The ED is equipped to care for anything from minor scrapes to a cardiac arrest. The ED is a Level IV Trauma Center meaning patients meeting trauma criteria will be stabilized and then transferred to a Level I Trauma Center for definitive care. The ED is also classified as "Stroke Ready" which means there are processes in place to quickly determine if the patient is having a stroke, start the required treatment and transfer the patient to a designated stroke center in the state as quickly as possible.

When COVID arrived the ED was able to turn half of the available rooms into negative pressure rooms in anticipation of an influx of COVID patients. Thankfully COVID numbers remained low in the area and that need was no longer necessary, although an additional 2 rooms remain negative pressure in addition to the already established negative pressure rooms which was included in the expansion of the department. The ED also added several new pieces of respiratory equipment including additional ventilators and high flow nasal cannulas.

Urgent Care is another service offered to the community and is available Monday – Friday from 12 p.m. - 7:30 p.m. and on weekends from 8 a.m.- 4 p.m. Urgent Care providers take care of patients with sore throats, cold symptoms, cuts, sprains, etc. Patients who come to Urgent Care will be cared for by a PA or nurse practitioner along with the RN/LPN staff.



Photo by Stephanie Holden

The River's Edge Emergency Department is a Level 4 trauma center and is a stroke-ready facility.

Patient Financial Services

Melissa Nelson, Manager

River's Edge Hospital is committed to providing world class care, as well as assisting our patients with any billing and insurance questions or concerns. For your convenience, our facility participates with most major insurance networks and the Veteran's Administration to file claims for services in a timely manner. Co-pays or deposits may be requested prior to some services. After processing your claim, the terms of your health insurance plan may determine there is a remaining balance that is patient's responsibility to pay. Payment arrangements and financial assistance programs are available for eligible patients who may have difficulty paying their account balance.

Information can be obtained by contacting our patient account representative at (507) 934-7303. A list of services and pricing information can be found on the River's Edge Hospital website (www.REHC.org) along with a patient liability estimator to assist in determining how much a patient is responsible for paying. From scheduling and registration, to claim filing and payments, our patient financial services team works with patients for a courteous and confidential experience.



Photo by Stephanie Holden

Patient Financial Services does everything from process claims to helping with billing questions.

At your service

Departments & Services at River's Edge

Materials Management

Mark Ehlers, Manager



Photo by Stephanie Holden

The Materials Management department handles the ordering and processing of everything from office supplies to medical equipment.

The Materials department is in charge of purchasing and maintaining inventory level at the hospital. Supplies and equipment needed at the hospital are purchased through this department.

The Materials department consists of two other employees. Our role is to make sure the hospital is properly stocked with the right products and equipment. We work closely with all departments (Surgery, Emergency and Urgent Care, Lab, Imaging, Med-Surg and Physical Therapy) to make sure we meet their needs supply and equipment. We also help them with procurement new items and samples. We purchase everything from gloves to surgery equipment.

In 2021 the department will implement a new barcode scanning system. This system will allow us to receive items and match them against the purchase orders. Most of all we will be able to go back to departments and scan inventory levels and fill the needs in all the locations.

We have a great staff that takes pride in taking care of the hospital's needs.

Facilities Management

The Facilities Department is made up of two different work areas - the Maintenance Department and the Housekeeping Department. These two departments join together to maintain the mechanicals and keep the facility clean and presentable to our customers.

The Maintenance Department consists of three engineers. We have had many things going on during the recent construction project and were deeply involved. We have many new and updated pieces of equipment to learn and maintain from the recent project adding on 60 thousand square feet of building to our original building, and mechanicals to go with it. One of the most important items involved with healthcare maintenance is maintaining and documenting items that are considered "Life Safety." These are items such as Emergency Generators and Transfer switches, air handling units with humidifiers that take care of clean surgical areas, running fire and safety drills to be prepared in case of unknown events such as a fire or tornado situation. Everything we do in facilities requires documentation that needs to be available to our healthcare regulating entities. Our team continually learns new and updated ways to maintain a healthcare facility and keep our costs to a minimum.

Our Housekeeping department consists of ten housekeeping techs. We run a day and evening shift, along with weekends to keep the facility well maintained. We have had many things going on during the construction project along with many new spaces to learn and maintain. Our housekeeping staff cleans the entire building with a strong presence in the surgical areas as they require absolute cleanliness to keep infections to a minimum. Our facility prides itself with the very low infection rates that are measured and documented. Everyone in the facility is credited for this. Housekeeping also has many regulatory items to deal with in a healthcare setting and is specially trained on cleaning chemical usage, and infection control issues.

We have a great maintenance and housekeeping staff that does an awesome job of maintaining River's Edge Hospital of St. Peter.



Photo by Stephanie Holden

Housekeeping is a key component in River's Edge Hospital's low hospital acquired infection rate.



Photo by Stephanie Holden

The Maintenance staff maintain the building and grounds to keep everything in proper working order.

At your service

Departments & Services at River's Edge

Rehabilitation Services Department

Tracie Lafata, OTR/L, CLT-LANA, Manager

The River's Edge Hospital Rehabilitation Services Department provides a wide range of physical, occupational, and speech therapy services for St. Peter and surrounding communities. Whether for inpatient rehabilitation during a hospital stay or outpatient rehabilitation, our therapists provide expert care for patients ranging from school-aged children through adults.



Photo by Stephanie Holden

Physical and Occupational Therapists provide inpatient and outpatient therapy services.

The department's inpatient therapy services are offered in the hospital at the bedside in the patient's private room or in our large inpatient therapy gym, which was newly constructed in 2019. Our outpatient therapy department was remodeled in 2018 and includes a large therapy gym along with five private therapy rooms plus two additional rooms with full-curtain coverage. Our inpatient and outpatient therapy gyms include abundant natural light and large windows to enjoy the surrounding environment while patients workout in the gym.

The department's dedicated team of therapists helps to restore function, improve mobility, relieve pain, as well as help athletes and non-athletes return to their favorite activities. Our therapists provide one-on-one services, which help to ensure patients receive individual attention and the treatments they need and ensure they achieve their personal therapy goals.

Several therapists also provide specialty services. Our specialties include certified lymphedema/edema therapists and specialists in treating Parkinson's disease, which includes four LSVT-BIG certified therapists. Other specialty services also include treatment for dizziness and vertigo, instrument assisted soft tissue mobilization (IASTM), and treatments for balance problems and post-concussion symptoms.

Lastly, the department welcomed four new therapists in 2020. The team of skilled therapists at River's Edge Hospital is motivated to provide professional care designed to meet each patient's individual treatment goals and help all of our patients live their best lives.

Med Surg Department

Tiffany Hering, RN, Manager

Our Med Surg Department focuses on providing individualized care for our in-patient population. This includes our patients admitted for medical reasons as well



Photo by Stephanie Holden

A new 25-bed inpatient unit, opened in June 2019.

as those recovering from their surgical procedures. We also provide care for out-patients that include patients recovering from a same-day surgery procedure and patients that require observation prior to discharging home after being seen in the Emergency Department.

The department staff consists of registered nurses, patient care attendants, social workers, a utilization review nurse, and health unit coordinators. In addition, we have a hospitalist available 24/7 to help meet the medical needs of the patients, and assists our surgeons with coordination of care. This team works in tandem to create a customized plan of care that meets the needs of each of our patients, including a review of insurance coverage, discharge planning, assisting with coordination of homecare resources and ensuring that patients have the equipment needed for a safe transition out of the hospital.

In 2020 the Med Surg Department increased focus on caring for patients with respiratory problems, anticipating a surge in COVID-19. While River's Edge has had a relatively small number of patients admitted with COVID-19, the staff have had specialized training in equipment that would be used to care for patients at River's Edge. This includes the use of bi-pap, high flow nasal cannulas and ventilators. In December, River's Edge partnered with Avera eCare to be able to access respiratory therapy services via telehealth. This service has not been provided in the past, but allows for the nursing staff and physicians to have the ability to seek additional guidance for patients that require respiratory support.

River's Edge continues to provide swing bed services to patients that need the additional time for recovery. With the recent hospital expansion, there are rooms available for River's Edge to accept patients that meet both insurance criteria and medical need.

At your service

Departments & Services at River's Edge

Surgical Services Department

Jamie Reuvers, MSN, RN, CNOR, Manager

River's Edge Hospital Surgical Services department continues to experience growth in the surgical services that we provide to the many patients of the communities in which we serve. Our dedication to excellence means that we are committed to further developing ourselves through the pursuit of continuous professional development, training, and education. Our continued journey to excellence inspires us to provide outstanding care to our patients and families through the use of expanded technology in the surgical field.

We are inspired by our growth and embrace this tremendous opportunity.

In addition to offering of the more traditional approach surgeries, we now also proudly offer our patients the following options for surgery utilizing the latest technology:

Anterior Approach Total Hip Arthroplasty which creates a reduced incision size and faster recovery with or without the use of Robotic Arm-Assisted technology which provides patients with a personalized surgical plan based on their unique anatomy.

Robotic-Arm Assisted Total Knee Arthroplasty and Robotic Arm-Assisted Total Hip Arthroplasty which provides patients with a personalized surgical plan based on their unique anatomy.

Patient Specific Instrumentation Total Knee Arthroplasty which creates customized knee implants based on the patient's specific knee size and shape.

Virtual Implant Positioning Total Shoulder Arthroplasty which creates a pre-scanned exact model of the patient's shoulder joint for use during surgery.

Virtual Imaging Guided Positioning Total Shoulder Arthroplasty which allows the Provider the ability to view the patient's shoulder joint sizes and dimensions in real-time during surgery.

An expanded variety of spine surgery including Anterior Lumbar Interbody Fusion and Direct Lateral Interbody Fusion, Posterior and Cervical spine and Sacroiliac joint fusion all of which utilize live x-ray technology during surgery.

Hysterectomies utilizing a variety of surgical approaches including: laparoscopic minimally invasive hysterectomy, vaginal hysterectomy, and abdominal hysterectomy.

We are excited to provide our patients with the personalized and customized surgical care that they have come to expect. We strive to exceed our patients' and families' expectations by caring for them using a holistic approach and embracing their unique needs.



Photo by Stephanie Holden

Surgical Services staff prepare an operating room for surgery.



Holden
ing

Med Surg Department, continued

The department also continues to work with Avera eCare specific to Infectious Disease. This service line allows for patients to receive a telehealth consultation with an infectious disease specialist when needed for infections.

This service is available to patients that are hospitalized, and may continue after discharge when patients need to be seen for Outpatient Infusion services. In the outpatient infusion area, patients can receive infusions such as antibiotics, blood products, IV fluids, etc. as ordered by their providers.

Quality care and patient satisfaction are high priorities for the Med Surg department. Over the past year, the staff have focused on ensuring that the patients are familiar with their medications, the reason they are taking their medications, and potential side effects. River's Edge believes that it is important for each patient to have all of this information available so that the patients are safe with their medications when they return home. This is an area that we seek feedback from patients, and with our patient surveys, we have a 74.57 top-box rating for Communication About Medications. As we compare our success in this area to others, we have a 96th percentile ranking. The other area of patient feedback that is important to us is the likelihood to recommend River's Edge to others. We achieve a top-box score of 9 or 10 87.25 percent of surveys, placing us at the 95th percentile.

At your service

Departments & Services at River's Edge

River's Edge Express

Hilltop Hy-Vee, Mankato



Photo by Stephanie Holden

Jen Holm is a Certified Nurse Practitioner caring for patients at River's Edge Express.

In July 2020 River's Edge Hospital administration announced to the staff that River's Edge was branching out into the Mankato market with the opening of a new express clinic to be located inside the Hilltop Hy-Vee store in Mankato.

Earlier in 2020, River's Edge Hospital was offered the opportunity to open the clinic next to the pharmacy at Hy-Vee. Hy-Vee shared they were looking for a collaborative partner who is interested in meeting the needs of the community by providing easy access to healthcare. Hilltop Hy-Vee boasts a highly visible clinical setting with 37,000 store visits per week.

River's Edge Hospital worked diligently on the financial impact the clinic could have and in July presented the opportunity to the Hospital Commission for approval.

In October 2020, the River's Edge Express Clinic opened to patients. The clinic is staffed with either a Nurse Practitioner

or Physician's Assistant. People of all ages are welcomed at the clinic and can be seen for cold, flu, minor respiratory infections, seasonal allergies, rashes, insect bites, other skin issues, pink eye, styes, ear infections, ear wax removal, bladder infections (females only 5 years old and up) and sports physicals.

River's Edge Express is open Monday - Friday from 11 a.m. - 7 p.m. and Saturdays and Sundays from 9 a.m. - 6 p.m.

Emergency Medical Services

Carrie Lager, Operations Supervisor

River's Edge Hospital partners with Allina Emergency Medical Services to provide quality, emergency ambulance services to the greater St. Peter area. The EMS crew works on-site at River's Edge Hospital and offers basic and advanced



Live Well Fitness & Cardiac Rehabilitation

Nicole Boelter and Cassandra Merten
Exercise Physiologists

Live Well Fitness Center is a medical gym that focuses on individuals who need to make changes based on their current health conditions. Inside Live Well Fitness Center is the Cardiac Rehab Department. This program focuses on prescribed exercise, education, and counseling, support and encouragement focused on the patient and their well-being. A variety of classes are offered to help introduce new physical activity.

Dining Services

Nichole Picotte, Dining Services Manager

In January 2020 River's Edge Hospital opened The Grill Cafe, a full service cafe open to all who work on the River's Edge campus, visitors and the community. In March 2020, right before the pandemic started, River's Edge started to prepare and serve meals for patients. The patient menus are designed to meet all patient's dietary needs and features a great variety of freshly prepared, comfort foods.



Journey to Excellence

In 2018 River's Edge Hospital started their Journey to Excellence following the Malcom Baldrige National Quality Award framework.

The framework provides guidance to River's Edge on making improvements in systems and processes within the hospital.

The first evaluation took place in 2019 and River's Edge was recognized at the state level for the improvements already implemented.

Because it is a journey, River's Edge Hospital once again submitted an application in 2020 and had an evaluation in March 2021. It required River's Edge Hospital to submit a fifty-page application detailing our work as an organization. The application is assigned to a group of evaluators who review and then visit our facility to verify the work we do; it is a great way to tell our story. We had our visit this year remotely, which is different than our last evaluation in 2018. The remote survey was required due to the COVID-19 pandemic. The assessment is a review of our work; they visit with frontline staff and ask questions regarding work culture, leadership, performance, quality, and much more. Once the visit is complete, the score of our application and the information gathered during the visit. Once complete, the evaluators present a feedback report to the hospital with a list of opportunities for improvement. The Leadership at River's Edge reviews these opportunities and incorporates them into the strategic planning process.

The Baldrige Journey is just one of the areas River's Edge looks to improve the services provided to patients.

In 2020 our world was tasked with a Pandemic that challenged River's Edge in many areas, including Quality. We continue to measure metrics such as falls, surgical site infection, surgical complications, patient satisfaction, and financial metrics.

River's Edge Hospital continues to have a Quality Management Committee, which meets

monthly, and each department reports out their specific quality metrics quarterly. This is a time for us to share our metrics, discuss our trends and challenges and develop plans to address any concerns.

In June of 2020, we provided Process Improvement Education to our leadership team. This education was designed to improve how we approached process improvement and included tools to help meet goals. It focused on establishing meaningful goals and how the plans would be measured. We are now into 2021 and have project charters and a systematic way of making process improvements throughout the organization.

In February 2021, we welcomed DNV, our accreditation body, for our annual survey. DNV audits our organization for compliance with regulatory guidelines set by CMS (Centers of Medicare and Medicaid). This survey was different this year as it was held remotely due to COVID-19. The survey gives us areas for improvement called non-conformities which require a plan of correction, as well non-conformities from the year before to ensure we have made corrections. In this survey, they were able to close all of the non-conformities from 2020, and they did issue us five new ones for 2021. This was a very good survey; the average non-conformities received during a survey is 8-10 non-conformities. Overall, this was an excellent survey and a testimony of the staff's hard work.

Overall, we have done many great things for Quality, especially in the hands of a pandemic. We kept our readmission low, our surgical site infection low, our HCAHPS (patient satisfaction) scores in the 90th percentile, our staff engagement remains great, our employee turnover low, and most of all, we have remained a strong organization that holds quality in the work they do close to their hearts. Our patients and staff are the keys to our success.

Financial Snapshot

River's Edge Hospital entered 2020 after a string of three years of positive performance. Then in March, COVID-19 put a halt on nearly everything.

The State mandated a pause in elective surgeries as a way to build up PPE resources. The hospital was able to resume surgeries in May, but the volumes did not quite come back to normal levels. This is a phenomena experienced by most of the hospitals throughout the country.

Despite feeling the effects of the pandemic, REHC had some very positive actions in 2020. We were able to complete our construction project and re-finance our debt at a very advantageous rate. We were able to finance the additional expenses incurred to keep our patients and staff safe using state and federal grant money. Cross-training and keeping staff was made possible by a Payroll Protection Loan which we anticipate will be forgiven in 2021, so there was little turnover and any furloughs were voluntary in nature and very limited. The daycare for those employees whose daycare had closed or had COVID restrictions was also paid for by grant money, allowing us to keep our staff here when they were needed.

While REHC ended the year in the red, the cash reserves did not drop below 120 Days in Cash and our ability to pay our bills and debt service were not significantly impacted. Our reserves allowed us to respond to the emergency, keep the community and our staff safe and continue to plan for the future.

River's Edge Hospital and Clinic Statements of Revenues, Expenses, and Changes in Net Position Years Ended December 31, 2020 and 2019

	2020	2019
Operating Revenues		
Net patient service revenue (net of provision for bad debts of \$1,589,601 in 2020, and \$1,375,660 in 2019)	\$ 39,655,466	\$ 38,633,526
Other revenue	394,576	235,746
Total operating revenues	40,050,042	38,869,272
Operating Expenses		
Nursing services	4,012,678	3,667,480
Other professional services	24,667,389	21,702,485
General and administrative services	10,096,828	9,668,744
Property and household services	1,112,812	887,201
Depreciation	2,656,375	1,566,377
Total operating expenses	42,546,082	37,492,287
Operating Income (Loss)	(2,496,040)	1,376,985
Nonoperating Revenues (Expenses)		
Interest expense	(763,860)	(390,161)
Debt issuance costs	(80,769)	(5,742)
Investment income	68,036	80,159
Noncapital contributions and grants	-	260
Provider relief fund contributions	3,612,125	-
Other	(273,203)	(45,264)
Net nonoperating revenues (expenses)	2,562,329	(360,748)
Revenues in Excess of Expenses and Change in Net Position	66,289	1,016,237
Net Position, Beginning of Year	6,968,698	5,952,461
Net Position, End of Year	\$ 7,034,987	\$ 6,968,698



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