

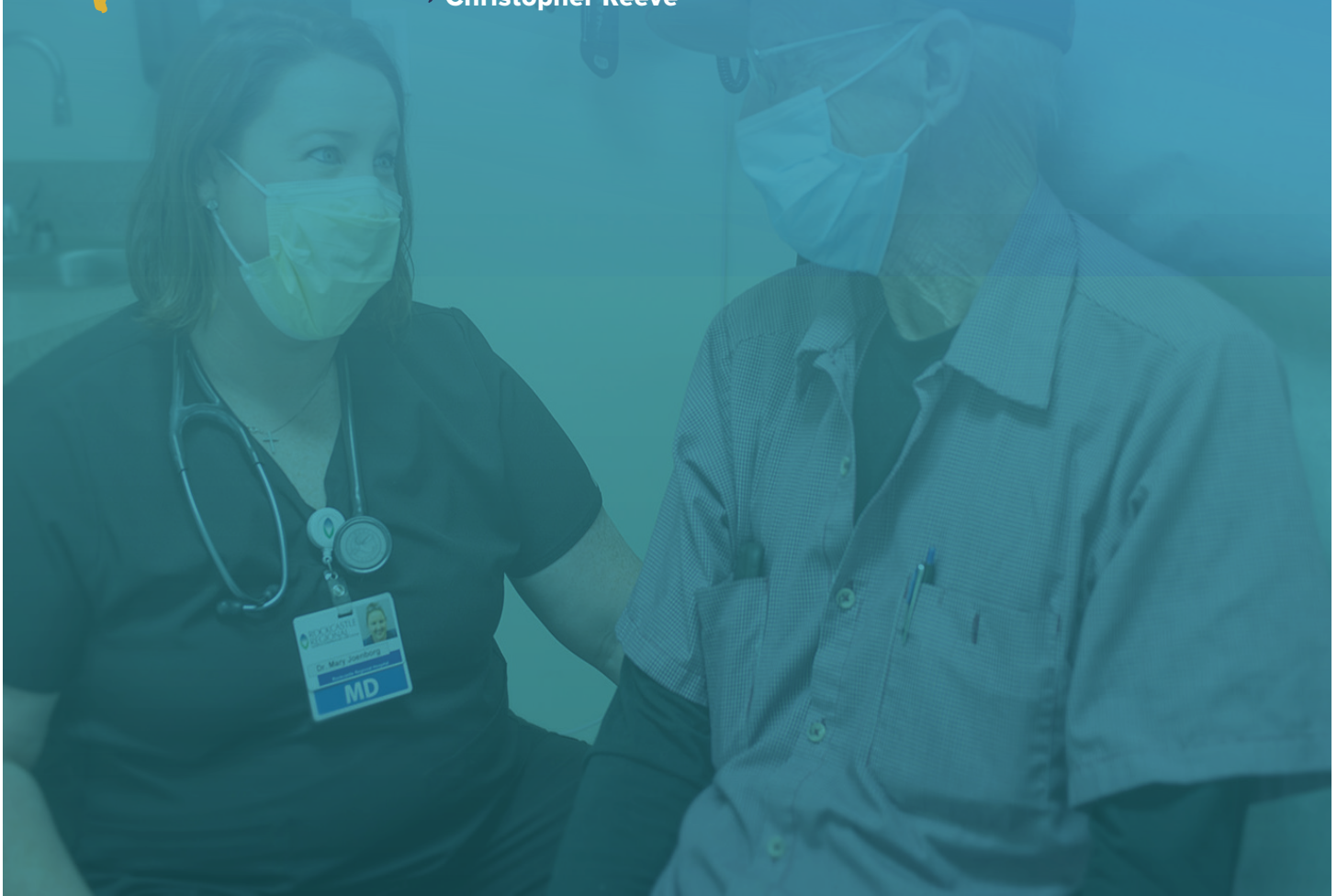
ONCE YOU CHOOSE

HOPE,

ANYTHING IS

possible.

➤ Christopher Reeve



► PUSHING THROUGH ADVERSITY

Courageous team continues to inspire

LIKE SO MANY, the dedicated physicians and employees of Rockcastle Regional Hospital spent much of 2021 grinding through a continuing pandemic-driven adversity that some are calling the new normal.

We've been hit with wave upon wave of challenges as COVID-19 and its variants Delta and Omicron have kept us, and others in healthcare, in crisis mode.

But no matter the circumstances, our patients are our first priority, and the dedication – even heroism – our team has displayed last year in delivering the best care possible to those patients has simply been remarkable.

As we reflect on the year in this Annual Report to the Community, we are hopeful that these times are not, in fact, the new normal, and we take pride in knowing that all we have done to build up this organization has enabled us to withstand these turbulent times and maintain an optimistic outlook.

We are upholding the high standards for which we have become known – maintaining our “normal.”

In 2021, we earned re-accreditation from the Joint Commission, the nation's oldest and largest standards-setting and accrediting body in healthcare. The hospital received the prestigious Kentucky Hospital Association Quality Award for the eleventh time in the last 17 years, and we were also recognized as a “Best Place to Work in Kentucky” for the fifth time.

We also expanded and streamlined our laboratory space, added surgery options, and continued to nurture our pipeline of future physicians built on the foundation of local talent.

So as we take on the inevitable challenges of 2022 and beyond, be assured that, no matter the circumstances, our organization will always pursue quality and excellence, inspired by the courage of our team of healthcare professionals and fueled by a profound sense of obligation to our mission. 💎



Stephen A. Estes
PRESIDENT & CEO

HEROISM IS
endurance
FOR ONE
**moment
more.**

► **GEORGE F. KENNAN**

THE PAGES

► 2021 ANNUAL REPORT

Ahead



4-7 TRYING TIMES

► As was the case for nearly every healthcare facility, it was a difficult year for Rockcastle Regional Hospital.



8-9 THE PROVIDERS

► For years, Rockcastle Regional has paved a pathway to practice for Rockcastle natives.



10-13 MILESTONES & AWARDS

► Hospital achieves re-accreditation, earns 11th Quality Award, upgrades equipment, space.



14 INSPIRED? COMPASSIONATE?

► Make a difference by joining our team. We're hiring.

Overcoming all OBSTACLES



At left, the Rockcastle ministry team organized a prayer walk for patients and employees. The hospital held drive-through COVID-19 testing stations (center), and the National Guard provided non-clinical support at the height of the pandemic.



Traci Bullens (left), Director of Quality Improvement, and Tricia Beth Nelson, RN, outside the hospital's COVID-19 unit.

► SUCCESS STORIES OFFER HOPE

Team endures September surge; Outreach continued

AS WAS THE CASE for nearly every healthcare organization across the globe, 2021 was a trying year for Rockcastle Regional Hospital.

With vaccines rolling out in late 2020 and into early 2021, hope was on the rise that the worst of the pandemic was over. But COVID-19 variants Delta and Omicron and a hesitancy among many to get vaccinated meant the challenges would continue.

One of the organization's key strategies in mitigating COVID-19 was making the vaccine widely available through vaccine clinics. Three-hundred, forty-two were vaccinated at the hospital's first clinic on Jan. 9, and those clinics continued throughout the year. In all, more than 3,000 were vaccinated at 18 clinics, in addition to the many more who received the vaccine in their healthcare provider's office.

In spite of those and other efforts such as drive-through testing, a surge of COVID-19 cases, fueled by the Delta variant, in late summer and early fall sent the hospital into crisis mode.

Enduring **COVID-19**

By the end of August, the hospital had treated 163 COVID-19 patients in the acute care unit since the pandemic's beginning in March of 2020. Forty-three of those had to be treated in the hospital's ICU unit.

COVID-19 would take many of those lives, just as it claimed the lives of nearly 1 million in the U.S.

August and September were perhaps two of the most challenging months any of our employees had experienced throughout their careers in healthcare.

"I've witnessed more final goodbyes between husbands and wives over the last few weeks than I ever thought I would in this short amount of time," said Tricia Beth Nelson, RN during Delta's peak in Rockcastle County. "Each time this happens, every time I lose a patient, I cry my entire drive home that night."

When asked how often that happens, Nelson sighed, and after a few moments, quietly replied, "I cried after every shift last week. I lost at least one patient every day."

All the while, the hospital, known for its ventilator care facility, was receiving calls from other facilities across the state and even from other states looking for beds.

"There are simply too many patients and too few beds," said Rockcastle Regional president and CEO Stephen A. Estes at the time.

The problem was compounded by the same staffing shortages that plagued the entire healthcare industry. At times, as many as 100 positions were open in an organization that employs nearly 800.

At the pandemic's worst, Rockcastle Regional was one of several hospitals throughout the state to receive support from the National Guard – members provided non-clinical support such as transporting patients in wheelchairs and directing traffic for drive-through COVID-19 testing.



The staff at Rockcastle Quick Care assisted by the National Guard.

342

► **community members**
vaccinated

AT THE HOSPITAL'S FIRST CLINIC

► **more than**
3K *vaccinated*
AT 18 CLINICS

In seeking a sense of normalcy, outreach activities were held whenever safe.

The Delta surge eventually leveled off, but with the rise of the Omicron variant late in the year, the pandemic and hospitalizations continued, as did the dedication of Rockcastle Regional's health professionals.

The organization received an outpouring of support from many in the community. Pick-me-up food baskets were delivered to staff; many joined the Rockcastle Regional ministry team for a prayer walk in support of patients and staff.

In seeking a sense of normalcy, outreach activities were held whenever safe. Events such as the Parade of Hope, an awareness event for the American Cancer Society; the Ability Walk, a community event for VIP kids and their special abilities; and the ninth annual Renfro Rock N Run Half Marathon and 5K provided a fun outlet for many.

There was also an abundance of success stories. Rockcastle Regional's Respiratory Care Center, which, at 143 beds, is the largest of its kind in the nation, accepted many COVID-19 patients from other facilities. Those patients needed the next level of ventilator care, and Rockcastle was able to give those patients their best chance of healing. Many, such as Ted Hampton, fully recovered.

Mr. Hampton, 81, the CEO of the Cumberland Valley RECC, had spent six weeks at another facility before being admitted to Rockcastle on Jan. 29. The road to recovery was long, but he was eventually weaned and discharged March 31.

"They worked me real hard, got me straightened out, and back on the road," said Mr. Hampton," whose journey was featured in Kentucky Living and Fresh Air magazines.

"It's just a very impressive facility," he continued. "All the employees and doctors were just super nice. That's a facility that folks in Kentucky should be proud of."



Top: With precautions in place, Rockcastle Regional's ninth annual Renfro Rock N Run Half Marathon and 5K was held in November. Middle left: Ted Hampton, successfully treated for COVID at the Respiratory Care Center, displays a sign made for him by the children at Rockcastle Regional's child development center. Middle right: Matthew Bray, Morgan and Henry Bray at the Ability Walk held in the summer. Bottom: staff display a gift basket sent by from the community.

Welcome **NEW PROVIDERS**

HOMETOWN Heroes

► PHYSICIAN PIPELINE

Bringing our best back home

FOR MANY YEARS, Rockcastle Regional has been diligent in developing a pipeline of physicians and other medical providers – to make sure Rockcastle Countians and many living outside the county have access to a well-qualified, local healthcare workforce.

The work has paid off as a fleet of homegrown physicians now staff the hospital. If you seek care at Rockcastle Regional, there's a good chance you may be treated by one of nine physicians who are Rockcastle natives. All were educated in Rockcastle County Schools, and all began working at Rockcastle Regional straight out of medical school. In addition, 8 mid-level professionals (Physician Assistants or Advanced Practice Registered Nurses) who are Rockcastle natives also practice at Rockcastle Regional.

But it hasn't just happened accidentally. It has taken foresight and consistent planning.

"Many reach out to us early to start shadowing, but once we find out that medicine is something they are interested in, we stay in contact," said Brandy Bullock, Rockcastle Medical Arts director and physician liaison. "They begin working here or shadowing while in high school and continue through college. This helps us keep in contact and offer as many different experiences as possible."

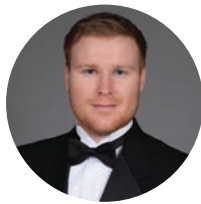
"Going back many years, this hospital's leadership has always understood and prioritized the need for bringing our best back home to lead our healthcare team," said Stephen A. Estes, president and CEO of Rockcastle Regional. 🍋

Nurturing a steady pipeline of providers

► ROCKCASTLE REGIONAL FUTURE PROVIDER ROSTER



Matthew Gonzalez
Second-year resident
Vanderbilt University



John L. Saylor
Second-year resident
Marshall University



Hannah Bullock
First-year resident
University of Kentucky

Evan Singleton
Fourth-year medical student
University of Cincinnati

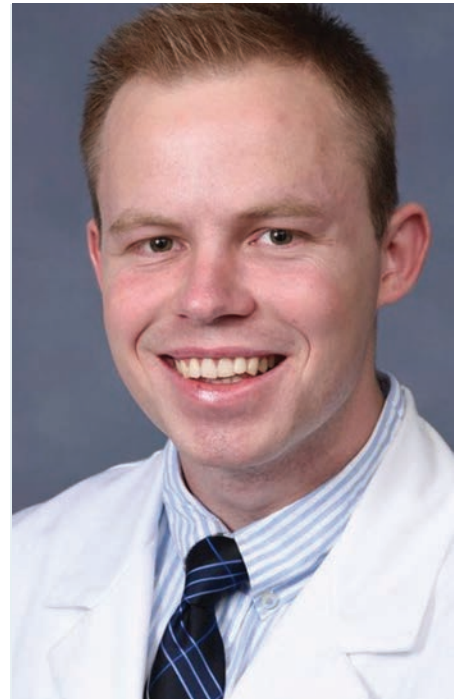
Hannah Hillard
Third-year medical student
University of Kentucky

John Cornelius
First-year medical student
University of Kentucky

Madisan Miller
Fourth-year medical student
University of Kentucky

Rebecca Ponder
Second-year medical student
Lincoln Memorial University

Mahala Saylor
First-year PsyD program
Eastern Kentucky University



Johnathan White, PA-C

Jonathan White, PA-C, joined Rockcastle QuickCare in 2021 as a Physician Assistant. He is a graduate of the University of Kentucky College of Health Sciences and received his undergraduate degree from the University of the Cumberlands.



PHYSICIANS ASSISTANTS

are medical professionals who diagnose illness, develop and manage treatment plans, prescribe medications, and often serve as a patient's principal healthcare provider.

EXCELLENCE

IS NOT A SKILL. IT IS AN

Attitude.

► **Ralph Marston**



MILESTONES & Awards



PICTURED: Members of the radiology team with the new 128-slice CT scanner.

Enhancements in imaging

► **ROCKCASTLE REGIONAL** upgraded from a 64-slice to a 128-slice CT scanner, which includes an oncology engine module for better diagnosis, staging, and follow-up assessment.

“The CT scanner is the number one ‘rule-out’ tool in the ED and physicians’ practices,” said John Mitchell, director of radiology. “The new scanner is capable of adapting to virtually every patient and every clinical question.”

The hospital also purchased a GE digital radiology room. “The room is super-fast and doesn’t use film, allowing us to have a better image quality and lower dose radiation to our patients,” Mitchell said.



Rockcastle Regional radiologist Eduardo Gomez, M.D.

Rockcastle Regional meets quality gold standard

In 2021, Rockcastle Regional earned re-accreditation from the Joint Commission, the nation's oldest and largest standards-setting and accrediting body in health care.

“This accreditation is the gold standard in healthcare,” said Stephen A. Estes, Rockcastle Regional president and CEO. “That we were able to achieve it again is a reflection of an unwavering commitment to quality on behalf of our physicians, employees, and Board.”

During the review, a team of Joint Commission expert surveyors evaluated compliance with hospital standards related to several areas, including emergency management, environment of care, infection prevention and control, leadership, and medication management.

The Joint Commission’s hospital standards are developed in consultation with health care experts and providers, measurement experts, and patients. The standards are informed by scientific literature and expert consensus to help hospitals measure, assess, and improve performance.



Rockcastle Regional received the prestigious Kentucky Hospital Association Quality Award

► **this is the hospital's eleventh win in the last 17 years.**

Rockcastle Regional earned the award because of its efforts during the COVID-19 pandemic to provide telehealth, or video visits, for patients needing behavioral health services.

“Throughout the pandemic, our patients are finding tremendous value in receiving care through telehealth,” Rockcastle Regional counselor Chelsen Larkey, LPCC, said. “Fears of contracting COVID, for many of our patients, would have otherwise prevented them from getting much needed care.”



Laboratory Director Jason Niceley with staff member Lynnette Gullett in the new laboratory check-in space.

Larger lab space accommodates more patients; creates efficiency

1,660 SQFT.
renovation
including —
4 TREATMENT ROOMS

► **ROCKCASTLE REGIONAL RENOVATED** its laboratory space, adding 1,660 square feet, including four treatment rooms (from previous total of two), new lobby space, and registration area.

“The renovation allows us to accommodate more patients, more efficiently,” said Jason Niceley, laboratory director. “And with our larger waiting area, more people can occupy the space and maintain a safe distance from each other.”

Another enhanced safety feature is the construction of a separate entrance and exit, which reduces contact among patients and further streamlines workflow.



Traci Bullens named a Veteran VIP in the McKnight's Women of Distinction awards

Traci Bullens, pictured at left, was named a Veteran VIP in the McKnight's Women of Distinction awards, a joint program of McKnight's Long-Term Care News and McKnight's Senior Living.

The program recognizes women who have made significant contributions to the senior living or skilled nursing professions, or who have demonstrated exceptional commitment to the fields. Veteran VIPs are women who have more than 15 years of experience in the industry.

Bullens, Rockcastle Regional's Director of Quality Improvement, has led the organization's fight against the COVID-19 outbreak from the beginning. She developed, coordinated, and facilitated training to all staff. She recruited many physicians of the organization to help not only in the adoption of process implementation, but as a spokesperson for the cause to encourage all staff and community to adhere to policies, both inside and outside the facility.

"Veteran VIPs have shown long-term commitment to the fields and help keep the industry stable," said McKnight's Editorial Director John O'Connor.

A "Best Places to Work in Kentucky"



Rockcastle Regional was named a "Best Places to Work in Kentucky" for 2021 by the Kentucky Chamber of Commerce and the Kentucky Society for Human Resource Management (KYSHRM). It was Rockcastle Regional's fifth year to be named to the list.

This year, Rockcastle Regional was also named to the Best Places to Work Hall of Fame in recognition of the number of years it has achieved the ranking.



► ALWAYS EVOLVING

In 2021, Dr. Wallace Huff began taking orthopedic cases such as knee arthroscopy and carpal tunnel surgeries.

A LITTLE
PROGRESS
EACH DAY **ADDS UP TO**
big results.

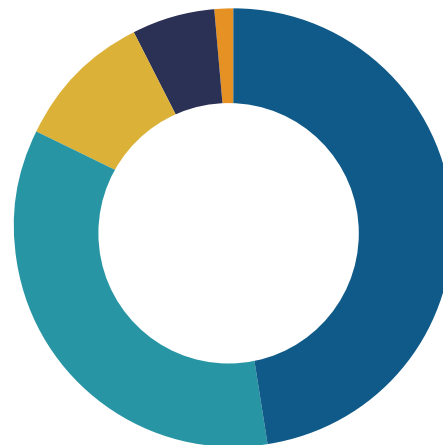
► Satya Nani



2021 Financials

REVENUE

● SKILLED NURSING FACILITY	47.55%
● OUTPATIENT	34.78%
● INPATIENT	10.37%
● RURAL HEALTH CLINIC REVENUE	6.02%
● OTHER REVENUE	1.28%



EXPENSES

● SALARIES & BENEFITS	56.84%
● FICA	3.41%
● PROVIDER TAX	1.07%
● PURCHASED SERVICES	2.62%
● DEPRECIATION	5.34%
● UNCOMPENSATED CARE	2.65%
● SUPPLIES	22.64%
● OTHER	5.43%



MAJOR CAPITAL EXPENDITURES

VENTILATORS	\$824,122.80
CT SCANNER	\$726,499.00
SURGICAL EQUIPMENT	\$241,183.51
X-RAY EQUIPMENT	\$164,152.33
LABORATORY REMODEL	\$73,973.96

patient STATISTICS

- ▶ **1,015** inpatient admissions
- ▶ **68,684** outpatient visits
- ▶ **10,963** emergency visits

**ROCKCASTLE REGIONAL HOSPITAL
AND RESPIRATORY CARE CENTER
COMPLIES WITH APPLICABLE
FEDERAL CIVIL RIGHTS LAWS AND
DOES NOT DISCRIMINATE ON THE
BASIS OF RACE, COLOR, NATIONAL
ORIGIN, AGE, DISABILITY, OR SEX.**

Español (Spanish)

ATENCIÓN: Si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-606-256-2195 (TTY: 1-606-256-0556).

繁體中文 (Chinese)

注意：如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 1-606-256-2195 (TTY: 1-606-256-0556)。

Deutsch (German)

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 1-606-256-2195 (TTY: 1-606-256-0556).

Tiếng Việt (Vietnamese)

CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-606-256-2195 (TTY: 1-606-256-0556).

العربية (Arabic)

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Srpsko-hrvatski (Serbo-Croatian)

OBAVJEŠTENJE: Ako govorite srpsko-hrvatski, usluge jezičke pomoći dostupne su vam besplatno. Nazovite 1-606-256-2195 (TTY: 1-606-256-0556).

日本語 (Japanese)

注意事項：日本語を話される場合、無料の言語支援をご利用いただけます。1-606-256-2195 (TTY: 1-606-256-0556)。

Français (French)

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한국어 (Korean)

주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 1-606-256-2195 (TTY: 1-606-256-0556).

Deutsch (Pennsylvania Dutch)

Wann du [Deutsch (Pennsylvania German / Dutch)] schwetzscht, kannst du mitaus Koschte ebber gricke, ass dihr helft mit die englis Schprooch. Ruf selli Nummer uff: Call 1-606-256-2195 (TTY: 1-606-256-0556).

नेपाली (Nepali)

ध्यान दिनुहोस्: तपाईंले नेपाली बोल्नुहुन्छ भने तपाईंको निम्ति भाषा सहायता सेवाहरू निःशुल्क रूपमा उपलब्ध छ। फोन गर्नुहोस् 1-606-256-2195 (TTY: 1-606-256-0556)।

Oroomiffa (Cushite - Oromo)

XIYYEEFFANNAA: Afaan dubbattu Oroomiffa, tajaajila gargaarsa afaanii, kanfaltiidhaan ala, ni argama. Bilbilaa 1-606-256-2195 (TTY: 1-606-256-0556).

Русский (Russian)

ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 1-606-256-2195 (TTY: 1-606-256-0556).

Tagalog (Philipino)

PAUNAWA: Kung nagsasalita ka ng Tagalog, maaari kang gumamit ng mga serbisyo ng tulong sa wika nang walang bayad. Tumawag sa 1-606-256-2195 (TTY: 1-606-256-0556).

Ikirundi (Bantu - Kirundi)

ICITONDERWA: Nimba uvuga Ikirundi, uzoahabwa serivisi zo gufasha mu ndimi, ku buntu. Woterefona 1-606-256-2195 (TTY: 1-606-256-0556).

“What I like most about working here are my interactions with patients – taking care of them, helping them and their families, **treating them like I’d like to be treated.**”

› *Edie Toothman*

UNIT SECRETARY, IN HER 25TH
YEAR AT ROCKCASTLE REGIONAL



Inspired? Compassionate?

WANT TO MAKE A DIFFERENCE?

Rockcastle Regional Hospital and Respiratory Care Center is looking for dedicated professionals to help us maintain and continue our tradition of delivering exceptional care. As one of the region’s most respected healthcare facilities, we need top talent to join our team.

It’s a tough job, but be advised that there are days that are almost unbearably rewarding.

APPLY ONLINE AT:

► rockcastleregional.org/careers

WE ARE SEEKING:

Licensed Practical Nurses
Registered Nurses
Respiratory Therapists
Laboratory Technicians (MLT/MT/MLS)
State Registered Nursing Assistants
Certified Medical Assistants

SOME OF OUR BENEFITS:

- Employee wellness program (get paid to exercise)
- On-site daycare
- Matching 401K
- Competitive salary
- Scholarships/tuition reimbursement programs
- Attractive health & dental benefits
- Life insurance

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