

2024
YEAR IN
REVIEW

Remarkable

UPDATE ON 2024 SUCCESSES





Riverside's Commitment to Our Community

Riverside Health offers a comprehensive span of services – providing over 2 million services annually. Private donations through the Riverside Foundation ensure everyone that walks through our doors receives the care they need. Your partnership can help us expand these services and many other life-saving efforts throughout the communities we serve.



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Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.

A Message from the Board Chairperson

At Riverside, our mission—to care for others as we would care for those we love—guides every decision we make, every day. It shapes our strategies, drives patient care, and informs every interaction. Most recently, it served as the foundation for the record-breaking success of Riverside’s For Those We Love: The Campaign for Neurosciences. I am thrilled for you to learn more about this transformative effort in the center pages of this report.

The campaign was an ambitious undertaking, but our incredible community of team members, volunteers, and donors rose to the challenge—adding strength to strength. Their determination and shared focus on patient-centered care led to this extraordinary success. This collaborative spirit has always been at the heart of Riverside’s approach.

The year 2024 was marked by remarkable achievements and milestones. Riverside Foundation’s donors touched lives, improved lives, and even saved lives—a legacy of profound impact. There is no greater calling, and we are deeply grateful for your unwavering support.

Thank you for making a meaningful difference in our communities. We couldn’t do it without you.



James C. Burnett, Chairperson
Riverside Foundation Board of Directors



A Note from the Chief Philanthropy Officer

Welcome to our 2024 Remarkable report – our wrap up of an incredible and meaningful year.

In these pages you will meet donors who are changing lives and patients whose lives are changing. You will read about those who inspire and lead us. Riverside Health, our patients and their loved ones appreciate these selfless gifts of caring.

This year we concluded a successful campaign for the Neurosciences – deepening support for our world-class services and care teams and driving significant advancements, from improving stroke outcomes and memory care support to expanding psychiatric emergency services for adults and children.

Riverside and the Foundation are investing in providing care in the underserved communities in and around Smithfield and Isle of Wight. The new hospital and medical office building are under construction and poised to make a difference for patients in that region – adding breadth to the current services already in place.

Our team is deeply honored to work with those who have chosen to partner with the Riverside Foundation to change southeastern Virginia one patient at a time. It is a privilege for Riverside to be the instrument of change that our donors choose to achieve their philanthropic goals. Together, we are ensuring that every member of the communities we serve has access to the exceptional care they deserve.

Kristen

Kristen Beam Witt, M.S.
RH Vice President and
Chief Philanthropy Officer



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Riverside Foundation Leadership



Michael Dacey, M.D.,
RH President and Chief
Executive Officer



W. William Austin, Jr.,
RH Executive Vice
President and Chief
Financial Officer



Thomas Kayrouz, M.D.,
RH Executive Vice
President and Chief
Clinical Operations Officer



Frankye Myers,
RH Executive Vice
President and
Chief Nurse Executive



Kristen Beam Witt,
RH Vice President and
Chief Philanthropy Officer

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FOUNDATION TEAM



Riverside Foundation team. Seated, left to right: Myra Legg, Jordan Hudgins, Megan Ailsworth, Christina Dominguez, Amanda Insetta, Cynthia Jackson, Maygen Congrove. Standing, left to right: Morgan Leary, Melissa Jones, Whitney Kimmet, Julia Bowditch, Kristen Witt, Sally Schreiber, Fonda Christopher, Jennifer Frank, Anna Nickols.

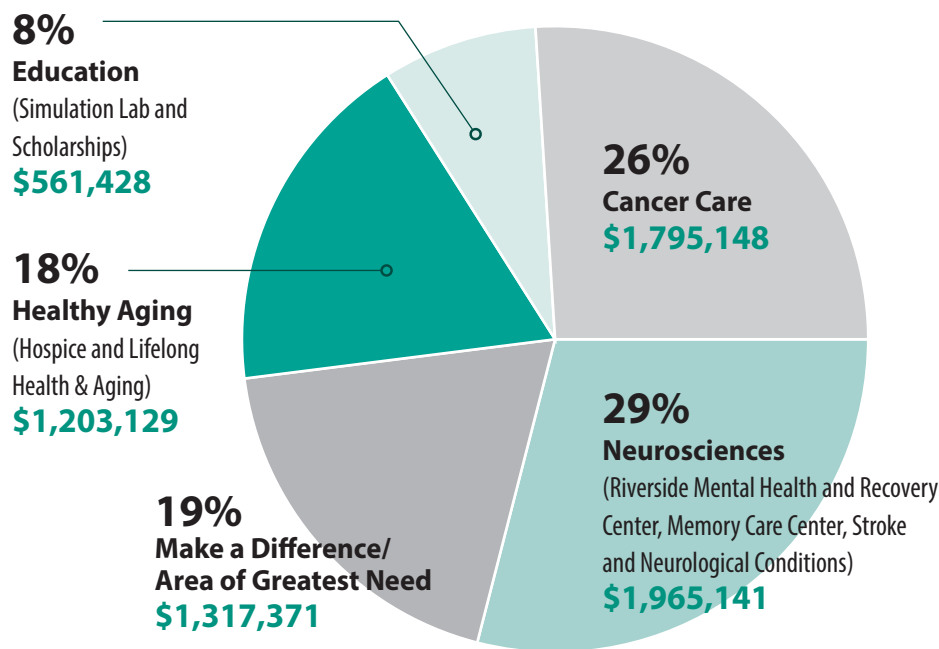
Combined Power

NEW GIFTS AND PLEDGES: \$6,842,217

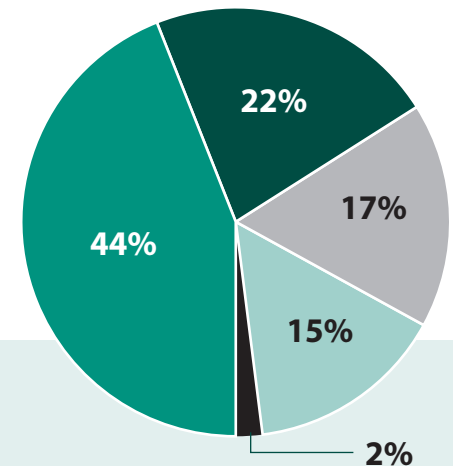
Riverside is proud that our donors share our goal of advancing health care in southeastern Virginia. Through donations, planned gifts and attendance at events, our supporters foster innovation, serve the vulnerable and unite our communities. Together, we accomplish what none of us could do alone.

In 2024, more than 1,900 donors contributed a total of \$6,842,217 to the Riverside Foundation.

ALL NEW GIFTS AND PLEDGES BY FOCUS AREA GRAND TOTAL: \$6,842,217



AREAS OF IMPACT TOTAL: \$2,218,021



With the generous support of dedicated donors, in 2024 Riverside invested in the following areas throughout the communities we serve:

- Facility Enhancements:**
\$973,910 (44%)
 Patient care equipment, patient and visitor hospitality, and physician support items.
- Program Support:**
\$328,329 (15%)
 Program Support-Vital resources for cancer, hospice, and memory care patients.
- Education:**
\$482,420 (22%)
 Education-Scholarships for aspiring health care professionals.
- Areas of Greatest Need:**
\$59,369 (2%)
 Areas of Greatest Need-Allowing us to care for others as we would care for those we love.
- Patient Assistance:**
\$373,993 (17%)
 Patient Assistance-Unmet needs such as medication and transportation.



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A Year of Milestones

Riverside celebrated several significant milestone anniversaries in 2024. We are proud of and grateful for each person who has been a part of our story, beginning with the donors who have supported our work along the way.

From humble beginnings in 1989 to a trusted medical group with more than 800 providers in more than 110 locations, Riverside Medical Group has been at the heart of our community for 35 years, delivering excellence in care every day.

This significant milestone is a testament to the dedication of our team, the trust of our patients, and the support of our community. Together, we've built lasting relationships, embraced innovation, and expanded access to care, even in the most rural areas of southeastern Virginia.

This year, the Riverside Foundation celebrated our 25th anniversary. Formed in

1999, the Foundation was originally created to give back to the local community through health care-oriented grants and later shifted in 2007 to fostering donor-based philanthropy to ensure the long-term sustainability of high-quality patient care for decades to come. The



Foundation's success is the result of the efforts and inspiration of many, and the Foundation is proud to honor its many champions and advocates who support remarkable health care.

2024 also marked the 15th anniversary of Riverside Shore Memorial Hospital (RSMH) joining Riverside Health in 2009. As a standalone rural community hospital, the hospital's future was uncertain in the early 2000's. Riverside's investment in facilities, provider recruitment and technology, along with its focus on team member engagement and patient satisfaction, assured that quality local health care would remain available and convenient for Shore residents.

We extend our deepest gratitude to all who have been a part of this journey—our team members, patients, partners, and donors. Your support has been the cornerstone of our success, and we are excited to continue growing and evolving with you by our side. Here's to many more years of excellence to come!



► UPDATE

Serving Smithfield, Isle of Wight, Surry and Surrounding Counties



Dr. Rosemary Longford signs the beam.

When patients have convenient access to health care, they build relationships with providers and better manage and overcome illness and injury.

When access is limited, health conditions tend to worsen with time and have the potential to threaten life. Lack of convenient access to care is a national epidemic, and Riverside does not accept the status quo. Our communities deserve more.

An urgent need for a full-service hospital in the Smithfield area was identified through overwhelming data showing a burdensome drive to services and an expected exponential surge in population. Riverside is investing in the construction of a new sophisticated health care campus, designed to expand access to health care and serve as a hub for innovation and collaboration.

Construction of the campus's Medical Office Building (MOB) reached a milestone in August. Community members, supporters and dignitaries gathered for a ceremonial beam signing for the last beam to be placed in the building. The excitement was palpable as guests literally left their marks on a beam that will be a permanent part of the structure, as well as paid tribute to two remarkable physicians whose legacies will forever impact the community.



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The new MOB is named in honor of Dr. Bernard Jamison and Dr. Desmond Longford, beloved hometown physicians who devoted their lives to caring for their patients. This heartfelt recognition is made possible by a generous gift, ensuring their legacy will inspire generations to come. Dr. Jamison attended the event, while Dr. Longford's wife, Dr. Rosemary Longford, was present alongside family and friends, symbolizing his lasting impact on the community.

Donors, physicians, administrators, elected officials and community supporters exchanged stories and shared their excitement about what this new facility will mean for the region. Signatures, messages, and drawings filled the beam, symbolizing the collective hope and support for the future of health care in our community. Attendees applauded as the beam was raised into place, a poignant reminder of the strong foundation this community has built together.

Together with our supporters, Riverside is building more than a structure; we're building world-class care close to home while honoring the legacies of two extraordinary physicians and uplifting the entire community.



More to come: We are planning for more celebratory events as construction wraps up in late 2025 and we open the doors in early 2026.



The signed beam is put into place at Riverside Smithfield Hospital.



Dr. Bernard Jamison signs the beam.

Real-Life *Impact*



Donors can have a direct and immediate impact on vulnerable patients by supporting patient assistance funding. When obstacles stand in the way of healing, Riverside steps in to clear the way for effective treatment. Often this means providing transportation to and from medical appointments for someone who is too sick to drive or who does not have access to reliable transportation. Foundation funding has also been used for infant car seats so that newborns have a safe ride home or for heating assistance for patients who prioritized buying medicines over paying their heating bill. Through the generosity of donors, Riverside ensures patients have the support they need to heal and thrive even amid difficult circumstances.

In 2024, donations allowed the Foundation to provide the following:

Cancer Fund Boxes

8 locations support the immediate needs of cancer patients

- **Walmart Groceries**
\$18,750
- **Gas Cards**
\$18,750
- **Chesapeake Bay Bridge-Tunnel Passes**
\$1,920 = 91 trips
- **Cash for immediate needs**

\$47,898 in assistance for hospice patients has helped 137 patients and their families.

Funding covered therapeutic massage which is proven to reduce high blood pressure, stabilize heart rates and stimulate the release of endorphins as well as partially covered funeral expenses for families in need.

One cancer patient with young children but no family nearby received the gift of an airline flight for her mother to stay with the family during the patient's treatment and ease the burden as mothers do.

In addition to our patients' individual and immediate needs, the Foundation looks ahead to have comfort items and leading-edge technology on hand for our patients' benefit.

Not all insurance plans cover supplies that breast cancer survivors need. The Foundation can help with the significant expense of mastectomy bras, prosthetics and lymphedema sleeves.

Patients on the Shore will benefit from a new cardiac tilt table with enhanced tilt range and smoother, quieter operation for soft starts and easy landings for patients who already do not feel well. In addition, the new table is designed to make patient loading and unloading safer for patients and team members.

Oncology patients will be more comfortable during prostate radiotherapy with an adaptive bed surface that keeps the lower bowel out of the treatment area and improves comfort by relieving painful pressure points during treatment.

A new pulmonary stress exercise treadmill captures pulmonary function data during exercise to aid in monitoring and to guide follow up treatment.





Honorees the Downeys and the Hills share a fun night with friends.



The Lesnicks and their son.



Charles Frazier, M.D.



TowneBank



Carol and Bill Downey

RemarkaBall Honors Forward Thinkers

Another stellar evening is in the books - RemarkaBall 2024 sold out quickly in celebration of local heroes who, with generosity and quiet determination, have impacted the quality of life for all who live in our region. Guests gathered in their finest attire for an unforgettable multi-part celebration with red-carpet entrances, bespoke cocktails, live music and a beautifully curated dinner.

The main event honored three individuals who in 2023 – and truly for decades before that – stood out as leaders who guided Riverside and the Foundation to surpass our high standards for quality patient care and comfort. The night's program featured moving testimonials from those close to the honorees.

2023 Provider of the Year

James Lesnick, M.D.

2023 Citizens of the Year

Bill and Carol Downey

We also had the privilege of announcing the kickoff of our first-ever comprehensive campaign. The Foundation's goal was to raise \$12,000,000 to support Riverside's groundbreaking innovation in Neurosciences.

The black-tie gala and the After Dark after-party were opportunities to share a magical evening as well as honor the exemplary work of Dr. Lesnick and the Downeys for all they have achieved in their decades of service.

The 2025 RemarkaBall was held just as this report was being printed. Riverside honored the life's work of our most ardent supporters who have devoted decades to ensuring that Riverside is a community asset and the health care provider of choice in Hampton Roads. Read on for their inspiring stories.

2024 Provider of the Year

Charles Frazier, M.D.

2024 Citizens of the Year

TowneBank

Riverside also specially recognized the life and legacy of Golden Bethune Hill.



Mark your calendars for future RemarkaBalls on March 13, 2026 and March 12, 2027.



Scan this code with your phone for pictures and videos of RemarkaBall.



2024 REMARKABALL HONOREE

Provider of the Year

Dr. Charles Frazier

2024's Provider of the Year is Dr. Charles Frazier, a Navy veteran and practicing family physician with nearly 40 years of experience. Dr. Frazier is currently the Senior Vice President and Chief Medical Information and Innovation Officer for Riverside Health. His passion for educating future doctors, caring for patients and using technology to improve care is apparent to every life he touches.

Dr. Frazier received his family medicine training at the Naval Hospital in Charleston, South Carolina and served in the United States Navy as the senior medical officer of the USS Frank Cable (AS-40) and as a family physician at Naval Hospital, Newport, Rhode Island. He was awarded the Navy Commendation Medal three times during his naval service.

In 1994, Dr. Frazier joined the faculty of the Riverside Family Medicine Residency Program and has since held several positions in Riverside, including director of the residency, director of medical informatics and vice president of clinical innovation. In his current Medical Information and Innovation role, he ensures that current best practices are made available to each patient by building procedures into the electronic health record that take advantage of leading-edge knowledge. And even though his focus is on information systems across large populations, he is famous for believing that population health and community health are improved one patient at a time.

Innovation is in Dr. Frazier's job title, and he takes it to heart. "Charlie has always solved problems

whether he knew how to do it or not. He would find out what was important to his patients or fellow care team, and if there was not a solution, he would learn how to create a solution. He is a natural leader," according to Dr. Ross Younger, Senior Vice President and Chief Information Officer at Riverside.

Riverside's early adoption of an integrated, effective electronic medical record is due in large part to Dr. Younger's and Dr. Frazier's vision and leadership. With a constant focus on providing the most coordinated care possible for each patient in every setting across the health system, these 'physician builders' ensured that patients and clinicians had the right data at the right time.

In the early days of the Riverside Foundation, Dr. Frazier was an ardent believer that philanthropy would vault patient care to a new level. "He never wavered in the notion that there was a possibility and an opportunity for Riverside's patients and their families to have a better care experience if we let giving become part of the healing journey," said Debbie Atkinson, retired Executive Director of the Riverside Foundation.

2024 REMARKABALL HONOREE

Citizens of the Year

TowneBank

TowneBank, with special recognition of G. Robert Aston Jr., Gordon L. Gentry Jr. and Alexis Swann, was honored as Citizen of the Year for its commitment to giving back and to supporting health and wellness. TowneBank exemplifies the values of a community bank through outreach, philanthropy and strong support for its employees and the communities they call home.

Bob Aston, Executive Chairman and co-founder of TowneBank, has accompanied his 60-year banking career with non-profit leadership roles in health care, education and humanitarian organizations throughout Hampton Roads. His numerous awards recognize his civic leadership, volunteerism and community service. Bob credits his success to his family – wife Cindy, five children and six grandchildren – along with mentors and friends, emphasizing that life is a team sport.

Bill Downey credits TowneBank's success with Bob's philosophy that a successful business also needs to invest in a strong community, and that the cycle of support keeps making each part stronger.

Gordon L. Gentry, Jr., a banking industry veteran and military veteran, co-founded Harbor Bank in 1996 which in 2004 merged with TowneBank where Gordon continues to serve as Chairman of the Peninsula Region.

Gordon's leadership in banking has spanned decades through his service

on the board of the Virginia Bankers Association and other financial industry associations. He has also actively participated in improving the Hampton Roads community with service on dozens of religious, medical, educational, industrial and humanitarian organizations.

"He loves this community. He has been such a big supporter of Riverside and all that we have done. And I just can't thank him enough," commented Bill.

Alexis Swann, President of TowneBank's Peninsula and Williamsburg regions, has been a driving force behind the bank's regional philanthropy and community support. Her servant leadership approach has made her a valuable asset to various regional health care, education, law enforcement and history organizations including Riverside Health.

Among many distinctions, Alexis was recognized most recently in 2024 as one of the top African American leaders in Virginia by the Virginia Business Magazine as well as the Martin Luther King Community Leaders Award by the Urban League of Hampton Roads.

"Alexis sees that Riverside has a similar mission to TowneBank and that is one of service," offered the Honorable McKinley Price, former Riverside Foundation Board member.



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Bob Aston, Gordon Gentry and Alexis Swann at TowneBank

As further proof of their significant commitment to Riverside, TowneBank made a generous transformational gift to support For Those We Love: The Campaign for Neurosciences. This contribution will enhance and expand services across southeastern Virginia, empowering integrated care teams to deliver exceptional care.

Bob explained, “for more than 100 years, patients and their families have turned to Riverside Health when facing illness or injury to the brain, spine, and nervous system. Our region and the greater Commonwealth

will continue to face complex health concerns, and TowneBank is proud to support Riverside Health in its mission to care for others as they would care for their loved ones for the next century and beyond.”

Bill Downey summarized, “when you look to the future, it’s a great thing that Riverside and TowneBank are so intertwined. They’re both great organizations in how they support the community and how important they are to the community growing and being a successful place. ... They want to make eastern Virginia a better place to live and work.”

2024 REMARKABALL HONOREE
Special Recognition

Golden Bethune Hill



Charlie Hill holding a portrait of Golden Bethune Hill.

As the first African American Executive Vice President at Riverside, and former President of Riverside Regional Medical Center, the late Golden Bethune Hill, a nurse herself, advanced nursing education and focused her determination and passion for outreach on fulfilling her dream of providing critical care to underserved communities. Golden's husband, Charlie W. Hill, shares her dream and is working with Riverside to continue her legacy.

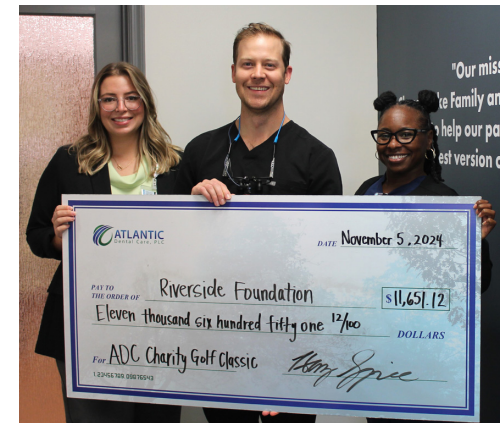
Charlie says of Golden, "Golden was a rare gift. Nursing was all through her blood system. What she wanted to do was enhance and increase the effectiveness of nurses." The vital role in the care team that nurses play is the direct result of Golden's decades of work to empower nurses. In later years, Golden and Charlie

turned their attention to wellness and prevention, a primary focus of innovation at the Charlie W. and Golden Bethune Hill Community Health Clinic in Newport News.

The Clinic recently expanded access to prenatal care for residents of the local community and seeks to prevent future health issues by providing dental services. Poor oral health and lack of prenatal dental care is strongly associated with health risks to both mother and baby such as pre-eclampsia, preterm birth, low birth weight, cavities, mouth pain and childhood oral disease. Nationally, 60-75% of pregnant women have gingivitis and 1 in 4 have untreated cavities. Currently less than one-third of pregnant mothers seek dental care in the United States during pregnancy.

Golden and Charlie at different times in their lives faced significant health concerns, and it motivated them to keep others from having their illness be detected late. Charlie's advice is to regularly visit primary care, be screened to catch issues early, and "make sure you get a team that has the kinds of nurses that Golden had in mind."

Proceeds from Atlantic Dental Care's annual golf tournament supports dental services at the Clinic. Pictured left to right: Morgan Leary, Riverside Foundation, Harry Squire, D.D.S., Crystal Eley, dental assistant at the Clinic.



CLINIC DENTAL PROGRAM

2023

3,806 visits

2024

4,967 visits

30% year over year increase



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Business Community Steps Up to Support Remarkable Care at RemarkaBall 2025

Corporate donors are Riverside’s key allies who make it possible to honor Riverside’s Citizens and Providers of the Year at RemarkaBall. Support from the business community for RemarkaBall and for the services Riverside provides means that our providers, clinical team and facilities are able to meet the needs of all who turn to Riverside for help.

The Foundation would like to extend a sincere thank you to our fabulous and dedicated 2025 RemarkaBall sponsors:



Presenting/Dinner & Wine Sponsor
Spain Commercial, Inc.



Valet Sponsor
Ducks Roofing Company



Encore Sponsor
Warwick Mechanical Group



Red Carpet Sponsor
TowneBank



Spring Blooms Sponsor
Cox Business



Hospitality Sponsor
City Center at Oyster Point



Gift In Gratitude Sponsor
Lockwood's Carpets



Entertainment Sponsor
Masters Mechanical Corporation

Remarkable Partners

- AFAV – Artistic Film – Authentic Voice
- Aon Risk Services, Incorporated
- Brassfield & Gorrie, LLC
- Byrne Canaan Law Corporation
- Esa Architects
- HDR, Incorporated
- Kaufman & Canoles, P.C.
- New Day Office RCM&D
- Virginia Natural Gas / AGL Resources
- The Whiting Turner Contracting Company
- W.M. Jordan Company

Our patients and team members support local businesses,

so your investment in Riverside is returned to you in the form of a vibrant, thriving community and an improved quality of life. The Foundation would be honored to help your business achieve its charitable goals while reinforcing great health care close to home.

Businesses can support their team members by matching the charitable gifts their employees make. In this way, the company is mirroring the charitable interests of their work force and supporting the causes their employees care about most.

If you have questions, we can help. Contact us at (757) 234-8740 or riversidefoundation@rivhs.com.

(*sponsors as of print deadline on 2/25/25.)

► UPDATE

Educating for the Future

Wisdom is accrued over time and with the help of others who invest their time and resources. The Riverside College of Health Sciences is an investment in the future of health care by educating the next generation of professionals. Graduates are well-prepared to work in the ever-evolving health care field, and many choose to join Riverside, building long and fulfilling careers providing the Riverside Care Difference.

In 2024, the college graduated 199 students among its 8 programs. 100% of the graduates passed their accreditation or certification examinations, and 96% did so the first time they took the examination.

In addition, donations help College team members with continuing professional development so that the College is offering the most up-to-date instruction for the students. Donations also help reduce tuition costs for all students and provide funding for replacing or expanding instructional equipment as enrollment grows.

In the most recently completed academic year, donor-funded scholarships awarded in excess of \$612,000 to support students at the College.

As the demand for health care increases, the need for well-trained professionals is also rising. Our team members are dedicated professionals who commit their careers to caring for others. It takes a special person to care for others, and scholarships can clear the way for motivated students to excel at a challenging profession.

Scholarships remove at least part of the financial burden of education so that students can focus fully on their studies and graduate with expertise that will serve their patients for decades to come. Scholarships also promote diversity and inclusivity in the health care workforce by allowing people from all backgrounds access to well-paying health care jobs. Nothing changes the world faster than arming motivated people with knowledge.



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“

When I got my acceptance to Riverside's College of Health Sciences, I had one goal in mind: to help those who suffered in the same way both myself and my dad have. Nobody tells you how to grieve or how to handle the loss of a parent, but what has worked for me is going to school and clinicals every day, learning more and more skills to put me closer to the goal of helping those like my dad. Having a career in nursing is much more than just a job or a way to make money for me. It's the best and most authentic way that I can honor my dad's memory and wake up every day knowing he's proud of the daughter he raised. Nursing allows me to be the best version of myself. It's not just a career, it's a passion.”

“

Nursing will open the door for many opportunities for my family and me. I love the hospital system I currently work for, Riverside Health, and I want to grow my career with them.”

Supporting Health Care *Close to Home*



Sim Lab students learn real world skills on teaching manikins.

Kimberly and Elton Roller Jr. have a philosophy to keep their charitable giving local and in their community, and since they live in Newport News just down the street from Riverside, their recent pledge to the Riverside Simulation Training Lab (SimLab) fits their philosophy while also having a regional impact.

Kim's history with Riverside goes back to the early 2000s when she received her nursing training at what is now the Riverside College of Health Sciences and was a nurse for Riverside Regional Medical Center.

After a 2024 tour of the SimLab, the couple was motivated to make a multi-year gift to further the Lab's innovative work. "We were impressed with the level of training Riverside

offers and the impact of the Simulation Lab," said Elton.

They were especially impressed by the training manikins that allow health care students to gain expertise before they care for patients, and mid-career team members to brush up on infrequently used skills. Going forward, these new or newly-polished skills benefit patients from all over southeastern Virginia.

The Riverside Simulation Training Lab was recognized by Becker's Hospital Review as one of 64 Simulation and Education Programs to Know in 2024, joining a group of well-renowned programs throughout the nation.

Want to learn more about the Simulation Lab and their good work? Use the QR code for a video virtual tour.



▶ UPDATE

Focused on Prevention

This year's celebration of the Ladies Cancer Prevention Dinner Series brought together community members, medical experts and advocates in the fight against cancer. Hosted by the visionary and generous donor Patricia St. Clair, the evening's meaningful discussions were a powerful reminder of the importance of early detection and regular screenings in the battle against cancer.

The highlight of the evening was a panel of esteemed speakers who brought their expertise, passion and wisdom:

- **Frankye T. Myers**, Riverside Chief Nursing Executive, focused on empowering individuals to take charge of their health.
- **Angela M. DeRidder, M.D.**, Riverside Cancer Care Williamsburg, underscored the critical need for regular cancer screenings and early detection. Her expertise and dedication to her patients shone through as she discussed advancements in cancer care and the importance of personalized treatment plans.
- **Sheba H. Mohsin, M.D.**, Riverside Williamsburg Family Medicine, shared her perspective on the role of family medicine in preventative care. She emphasized the significance of fostering open communication between patients and health care providers to ensure timely screenings and interventions.

The evening's discussions left attendees inspired and informed, reinforcing the importance of staying proactive about health. Patricia St. Clair's commitment to cancer prevention continues to make a meaningful impact, creating a platform for dialogue and action within the community.

We extend our deepest gratitude to Patricia St. Clair and everyone who attended this year's dinner. Together, we are fostering a healthier future, one conversation at a time.

Patti St. Clair believes wholeheartedly in the power of early detection and prevention of breast cancer which is why she partners with Riverside to empower women to know their hereditary risk. In 2024, the Patricia R. St. Clair Program for Cancer Genetics and Prevention provided a risk assessment questionnaire to 12,960 women through their primary care or OB/GYN provider. Of these, 1,755 were considered to be at high risk and were referred to genetic counselors for further evaluation and were offered genetic testing at no cost.



Sharing information at the Ladies Cancer Prevention Dinner Series.



Patricia St. Clair and Riverside providers.



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.

Adding Strength to Strength

Riverside is proud to be a beacon of hope for patients and their loved ones as they walk through neurological challenges such as memory loss, Parkinson's disease, multiple sclerosis, stroke, and mental health concerns. The prevalence of mental health and neurodegenerative disorders has been on a steady rise and is predicted to continue growing in the coming years, pointing out the need to expand services and resources in the communities Riverside serves.

To meet this rising need, Riverside launched its first ever comprehensive campaign - For Those We Love: The Campaign for Neurosciences which includes memory care, mental health and recovery, stroke, brain and spine care, movement disorders and chronic neurological conditions. This initiative will elevate and accelerate Riverside's existing world-class Neurosciences programs, ensuring we're prepared for the patients of tomorrow.



**Pictured left to right: Dr. Ryan McQueen,
Bill Downey, Dr. Jonathan Butler**



Dinner event to launch the Campaign for Neurosciences.

In late 2021, the groundwork for the campaign began, followed by the formation of a cabinet comprising philanthropic-minded community members, which initiated its work in 2022. The Foundation set out to raise over \$11 million, and through the overwhelming support and generosity of many, that initial goal was met in March of 2024, just when we officially launched the campaign at an information-packed dinner event. At the event, clinical leaders highlighted the need to expand services and resources, and leadership donors voiced their motivations for supporting the campaign.

Community-minded donors came forward in the nine months before the end of the year to bring the campaign total to just more than \$12 million.

"This campaign supports the work that we are currently doing in the field of Neurosciences and takes it to the next level. We can be involved with more research, [and] we can be more involved with education for people in our community," said Riverside Chief Executive Officer, Mike Dacey, M.D.

"The stories from those who have been impacted by neurological challenges have deeply touched our hearts and underscore the importance of this campaign," said Kristen Witt, Chief Philanthropy Officer. "Driven by our community, we know this initiative isn't just an investment in Riverside's future but an investment in the community we call home and will offer hope and healing for generations to come."

“

"A program is more than individual care services. A program coordinates and augments those services. The program Riverside has created in the neurosciences adds great value to patient care but also adds cost and effort that is not reimbursed. And that's where philanthropy can make a difference."

-James Lesnick, M.D.

Stroke Recovery Takes a Team

Terry Laufer has spent six years “training like an athlete” in the wake of an unexpected stroke that paralyzed the right side of his body. While Rhonda snoozed in the living room late one night, Terry had a stroke in the detached garage. It took him all night to crawl using only one side of his body approximately 200 feet to his front door, but then he could not get up the six steps to enter the house. Rhonda found him early in the morning, and their recovery journey began.



Dr. John Livingstone

After excellent care in the emergency room at Riverside Regional, and then additional outstanding care as an inpatient and in rehabilitation, the Laufers credit Terry’s rehabilitation team with inspiring their approach to recovery.

Rhonda said, “we rest a tremendous amount of his improvement over the past six years on the foundation that his rehab team impressed upon us and our three grown children. They encouraged us to be fully involved in his education and rehab and in the years since.” Terry’s care team emphasized the importance of being diligent with multiple therapy regimens, and their communications were detailed and easy to follow. “It was a team effort all across the board.”



The extended Laufer family. Terry and Rhonda are fifth and sixth from the left in the back row.

In gratitude for Terry’s remarkable recovery, the Laufers are investing in Riverside’s neurosciences program with a donation in honor of Dr. John Livingstone and the other providers who have been their close allies. Terry’s gratitude for his care team is evident, “I want to thank Riverside and their team of doctors; it is unbelievable the recovery I’ve undergone.”

“

“The experience has enriched our entire family. In adversity you can either sink or float. We’ve survived in a way that is miraculous in many ways.”

- Rhonda Laufer



Exceeding Expectations at The Martha W. Goodson Center



Readers of this update report over the past few years will have noticed a steady expansion of services within The Martha W. Goodson Center.

Care Navigation continues to grow and have great impact. Navigators assisted 817 new dyads (patients and caregivers) and provided 2,986 touchpoints for new and existing dyads. Services are free to community members and are heavily supported by Foundation funding. Because of its early and prominent success, the Center was chosen by the Centers for Medicare and Medicaid Services to be part of the GUIDE program, an 8-year project aimed at caregiver support in dementia care. Donations started the navigation program, and GUIDE will allow it to grow.

Caregivers for people with brain change will benefit from an online video library hosted by Riverside. Available 24/7, insights and support are available in the form of educational content, role playing skits demonstrating care techniques, and first-hand experience shared by those who have walked the caregiver journey.

The Purple Flower Project, which trains Riverside's care teams to identify and relate to patients in their care who have brain change, continues to expand across the continuum of patient interactions. Across Riverside's four acute care hospitals, 5,418 patients have been

identified and 81% of team members have been trained. Benefits include empathetic, caring support for both the patient and family which in turn reduces stressors and allows for effective and productive care.

Memory Cafes, a social opportunity for people with brain change and their caregiving loved ones, have expanded to include the Eastern Shore region. The Cafes build a sense of community and support among people who have had similar experiences and who might otherwise limit their social engagement to everyone's detriment.

The Martha W. Goodson Center took its annual Caregiver Conference on the road to the Eastern Shore in 2024. 71 family and professional caregivers enjoyed a day packed with advice and support to help them succeed on a difficult journey. (See page 36 for more information).

Great Strides in Brain and Spine Care

Riverside's Neurosciences team racks their brains every day for innovative ways to diagnose and treat patients with brain, spine and nervous system conditions. In order to make strides in improving already-excellent patient care, the team relies on donor funding for equipment, leading-edge treatments and education for both patients and clinicians.

In 2024, Foundation funding helped to purchase portable blood analysis devices that can transmit data to the hospital laboratory from the back of a moving ambulance. When minutes count, this pre-arrival data helps the Emergency Department (ED) team to optimize their use of time and resources. This partnership with York County EMS has the potential to improve ED throughput and even to save lives.

In Gloucester and Mathews County, first responders will be able to activate a stroke alert at the hospital from the back of their ambulance. For patients who meet specific criteria, EMS can connect with a neurologist via telehealth, thereby reducing time to treatment and next steps once they arrive at the hospital. Time is the enemy with a stroke, so the quicker a patient is treated, the better the options for preserving brain tissue and function.

The Riverside Simulation Training Lab used donor funding to purchase a head manikin, fondly nicknamed Borris, on which new technologists in neurology can practice x-ray projections and positioning. Borris is made of materials that are similar in density to a human head, and some arteries are enhanced to appear as if filled with contrast in order to demonstrate the cerebral arteries. Technically advanced training materials ensure that our team members are well-equipped to care for patients.



Borris and Dr. Dean Kostov

Having leading-edge technology in the hospital setting as well as in the community, helps to attract neurological providers to Riverside. As the region's population expands and ages, our needs for providers increase as well. Riverside is committed to offering patients the most forward-thinking solutions from the most forward-thinking providers.

► UPDATE

Leading-Edge Technology for Brain Surgery

Riverside is proud to bring gamma knife capabilities to its patients as an alternative to traditional brain surgery.

Gamma knife focuses a beam of radiation on a brain tumor in a way that it does enough damage to the tumor cells that they will die but the surrounding brain tissue will not. Riverside has invested in the newest technology available to give our patients the best chance possible of recovery with fewer side effects.

Riverside is the 16th hospital in the country, and the first in Virginia, to install this technology which enhances treatment planning and delivery with advanced algorithms, imaging clarity, dose calculation and optimization tools all of which allow us to more precisely target only the tumor and spare normal tissue. Real time monitoring and adjustments during treatment enhance the safety and efficacy of treatment. Treatments are also quicker which reduces discomfort and anxiety for patients and allows Riverside to care for more patients in a day.



With cutting-edge technology in the hands of highly skilled providers and care teams, treatment is accurate down to the sub-millimeter, preserving as much healthy tissue as possible for patients undergoing cancer treatment. Why does this matter? Because every advancement brings us one step closer to improving outcomes and ensuring our community continues to have access to exceptional care right here at home.

Supporting Mental Health

Riverside Mental Health and Recovery Center (RMHRC) has experienced dramatically increased utilization over the past few years, rising steadily from an average daily census in 2021 of 46 patients to 69 per day in 2024. It is gratifying that so many patients in crisis trust us with their care, but especially at the holidays we wish there were no need.

For teens away from home during the holidays, it can be difficult to be in a new environment without loved ones and familiar traditions. Steve Spain and his family, faithful supporters of the innovative work being done at Riverside, saw the need for a special holiday celebration for the adolescents at RMHRC and didn't hesitate to make a gift to cover the expenses of a deluxe movie night.

In another show of support, at their 2024 annual leadership conference, Riverside's leadership team made donations adding up to more than \$27,000 to support RMHRC. The leadership team comprises 650 of Riverside's 10,000 team members who display their devotion to improving the health of the communities we serve everyday through their professional efforts and their gifts to support patient care.



Holiday party for teens at RMHRC

UPDATE: In its first full year of service, the RMHRC Psych ED handled 5,955 visits in 2024.

Neurosciences Campaign

Donor Honor Roll

DONORS OF \$1,000 AND MORE

* Cornerstone Legacy Contributors † Donor is deceased

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Special Care for Women and Infants

The Foundation hosted the inaugural John Lee Lockhart, M.D. Memorial Golf Tournament and Twilight Party, a memorable event in support of Riverside's Women and Infant Care. Dr. Lockhart was a beloved physician who delivered babies at Riverside for nearly 50 years, and the event highlighted the compassionate legacy he left behind.

Golfers enjoyed a spirited putting competition, a lively nine-hole, Captain's Choice scramble, friendly competition and a shared commitment to a meaningful cause. Afterward, the Twilight Party featured delectable food, refreshing drinks and live bluegrass music performed by Whiskey Rebellion.

This inaugural event was more than just a celebration; it was a lifeline for at-risk mothers and their newborns. Riverside delivers more than 3,000 babies annually, but some mothers face challenges such as lack of transportation, food insecurity, housing instability, and domestic abuse making it difficult for them to provide their babies with the best possible start in life. Funding from this event and other donors provides essential resources including food, shelter and transportation so that moms and babies can receive care to keep them healthy.



Supporting women and infants through golf

The tournament and party demonstrated the power of community and compassion. Together, we honored the memory of Dr. Lockhart while taking meaningful steps to ensure every mother and baby at Riverside has a chance to thrive. Our donors made a lasting impact, and we look forward to building on this success in the years to come.

We are incredibly grateful for the Lockhart family's partnership in hosting this event.



Celebrating Dr. Lockhart at the Twilight Party

A SPECIAL THANK YOU TO OUR 2024 SPONSORS

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Donors Who

Inspire Us

Benefiting cancer and hospice care in her hometown

Prior to Frank's passing in 2022, Frank and Selena Collins established a planned gift to benefit cancer care at Riverside Walter Reed Hospital, in gratitude for the remarkable care Frank received throughout his battle with cancer. In 2023, Selena chose to expand this gift to now also include hospice care.

"One thing that impressed me the most was the attention paid to me after my husband's passing. I received telephone calls and letters with inspirational words from so many people at Riverside to support me through my grief. I was particularly touched by the fact that Dr. Sarah West attended a ceremony to honor cancer patients lost during the COVID-19 pandemic, of which my husband was one, and when I looked across the table, she was crying. That told me that she really, truly cares for her patients and their families and knows that every life counts and every loss leaves a void," Selena shared.

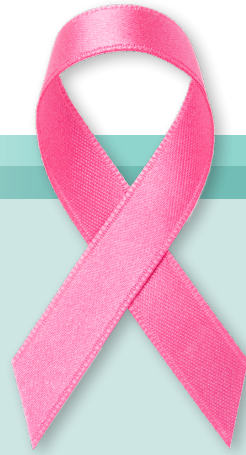
“

Riverside Walter Reed is a great facility to have so close to home, especially when so many in this community are quite isolated from many of the other medical facilities. Whatever I can do to help people in the future who need medical attention, I am happy to do it.”

- Selena Collins



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.



A patient's gift for breast cancer prevention

A cancer patient who wishes to remain anonymous was introduced to the Foundation through a nurse navigator after the patient mentioned wanting to make a gift. While the patient has twice survived breast cancer, her beloved sister-in-law was in her 50s when she passed away from the same disease, leaving behind a husband and three children. The patient's brother successfully finished raising accomplished young adults, but it was not easy on any of them. The patient realized how difficult a cancer diagnosis must be for other patients who don't have a strong support system.

Her gift to the Patricia R. St. Clair Program for Cancer Genetics and Prevention (see more information on page 20) was a direct result of her family's experiences. "Riverside allows me to reflect upon the work done in the field of cancer, its early detection and the role genetics may play in diagnosis and treatment. I can be of service to something bigger than me, the Riverside Foundation."

With this additional generous funding, Riverside can reach more women at an early age to check their genetic risk for cancer, and with early surveillance and detection, we can find cancers early when treatment is the least life-disrupting and has the best outcomes.

A show to support local cancer patients

Led by president Chester Jackson, the Eastern Shore Cruisers car club hosted a well-attended and much-loved car show named Axing Out Cancer. Proceeds from the annual event support local cancer patients who find that financial obstacles are hindering their treatment.



Chester Jackson donates proceeds from local car show to Nick Chuquín for the Riverside Shore Cancer Center.

Planned Gifts Can Help You Fulfill Your Dreams

It is challenging to predict how your finances will sustain your needs throughout your lifetime, making it difficult to make the immediate philanthropic impact that you might like. Planned gifts offer a solution, allowing you to support your area of interest in the future while retaining control of your assets during your lifetime or your dependents' lifetimes.

Sound intriguing? The first step is to consider the legacy you would like to leave for future generations.

The second step is to consult a financial advisor to explore the many popular gift planning tools available to you, such as:

- **Charitable bequests** in your will or trust in the form of a dollar amount, percentage of estate, portion of residuary estate, real estate, publicly traded securities, or through an heir.
- **Designating Riverside as a beneficiary** on your life insurance policy or retirement plan such as an Individual Retirement Account.
- **Directing your investment** account balance to be transferred to Riverside upon your passing.
- **Charitable gift annuities.**

John and Debbie Wailes learned about the

Riverside Foundation while he was a patient at the Peninsula Cancer Institute (PCI) in Newport News. John was impressed with PCI's mission and philosophy where cancer patients benefit from integrated, multidisciplinary and complimentary therapies to treat the whole patient – physically, mentally and spiritually. "This practice is exceptional in every way," John said.

The Wailes chose to make a generous planned gift to express their gratitude. John stated, "For me, Riverside PCI has been and continues to be lifesaving. Debbie and I hope and pray our prior and future gifts will impact other patients in a positive way."

Legacy Donor Recognition

Including Riverside in your legacy planning grants you membership in Riverside's Cornerstone Society, a special group of donors who choose to make a remarkable remembrance. Your planned gift can honor your family's name, a loved one, or a caregiver



Peninsula Cancer Institute team members

who made a remarkable difference.

These remarkable individuals are acknowledged in our major publications and are invited to exclusive programs and events. Those contributing \$10,000 or more are inducted into our Founder's Society.

Though Riverside shows its appreciation in many ways, the real reward is knowing that you have helped secure the health and happiness of your community for years to come.

If you have already remembered Riverside in your estate plan, please let us know. For more information, please visit us online at rivhs.giftlegacy.com or call us at (757) 234-8740.



Scan this code with your phone's camera to read more about leaving a legacy through estate planning.



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.

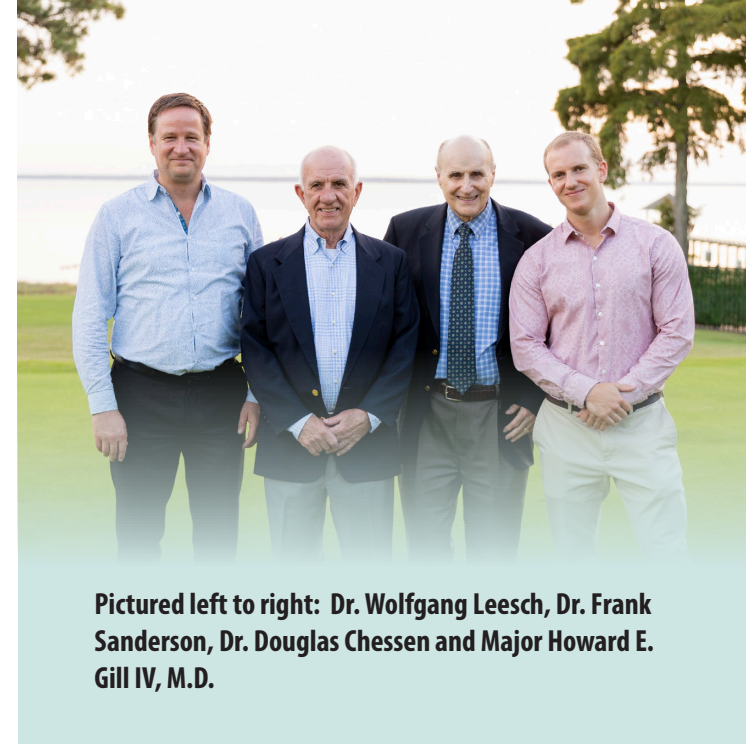
Making a Difference *on the Peninsula*

Dedication of the J. Frank Sanderson, M.D. Comprehensive Stroke and Neurovascular Center

On a day of gratitude and celebration, the J. Frank Sanderson Comprehensive Stroke and Neurovascular Center was dedicated in honor of Dr. Sanderson's legacy. The ceremony began at Riverside Regional Medical Center, where new signage in the Surgical Intensive Care Unit family waiting area was unveiled. This space, now marked with Dr. Sanderson's name, symbolizes the compassionate care and groundbreaking advancements he championed throughout his career.

Colleagues, family, and patients whose lives Dr. Sanderson touched gathered to reflect on his profound impact. The signage not only honors his achievements but also reinforces the center's commitment to exceptional stroke and neurovascular care.

The celebration continued at the James River Country Club, where guests gathered with Dr. Sanderson to share stories and memories. The reception was a joyful occasion that underscored his lasting contributions to the medical community. His vision and leadership have shaped the center into a beacon of hope, inspiring future healthcare providers to uphold his high standards of excellence and compassion.



Pictured left to right: Dr. Wolfgang Leesch, Dr. Frank Sanderson, Dr. Douglas Chessen and Major Howard E. Gill IV, M.D.



Dr. Frank Sanderson and family.

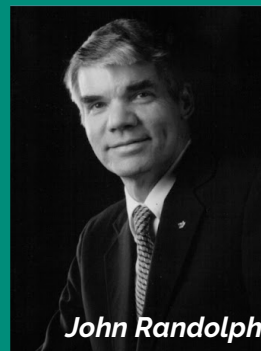
"In all cases the key is fast action: immediate access to life-changing care for those we love. The physicians, the specialized staff, the equipment, training, technicians, and therapists must be right here. At home. At Riverside. The buck must stop here. So, we give to help provide the option of immediate care, and a chance at an incredible life, after a brain attack or a ruptured or clotted artery," offered Faye Gargiulo and Dr. Sanderson.

Making a Difference in Williamsburg

Celebrating 30 Years of Hope: John Randolph and Dr. Mark Ellis Memorial Dinner Highlights



Mark Ellis, M.D.



John Randolph



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.



Celebrating 30 years.

2024 marked the 30th anniversary of our beloved John Randolph and Dr. Mark Ellis Memorial Dinner, an event that has become a cherished tradition in our community. Held to honor the memory of two extraordinary individuals who led the fight against cancer and inspired countless others, this milestone celebration was a heartfelt tribute to their enduring legacy and the power of coming together to fight against cancer.

The highlight of the night was a first-class, four-course meal crafted by our favorite local chefs, whose culinary talents delighted and amazed attendees. Each dish was a testament to the spirit of collaboration and excellence that defines our community's approach to combating cancer.

Impacting Lives, Right Here at Home

Every dollar raised through this event stays within our community, directly benefiting local cancer patients and their families. The funds raised provide essential patient assistance, breaking down barriers to care and ensuring access to vital treatments. Additionally, these resources enable us to continue Dr. Ellis's visionary holistic care programs, which address the physical, emotional, and psychological needs of those we serve. Contributions also support cutting-edge research and clinical trials, advancing the fight against cancer on all fronts.

A Community United

This year's dinner was not only a celebration of our shared history but also a testament to the incredible generosity and commitment of our supporters. From the local chefs who donated their time and talents to the donors, volunteers, and attendees who made the event

possible, we are deeply grateful for your dedication to our mission.

As we look ahead to the future, we are reminded that the fight against cancer is a journey we take together. Your support fuels hope, inspires progress, and ensures that we can continue to provide comprehensive care and groundbreaking advancements for those in need.

Thank you for making this 30th anniversary a remarkable success. Here's to many more years of coming together to make a difference!

A SPECIAL THANK YOU TO OUR 2024 JOHN RANDOLPH AND DR. MARK ELLIS MEMORIAL DINNER SPONSORS

- | | |
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| Randall S. and Shelby M. Hawthorne | Worth Higgins & Associates
<i>(listed alphabetically)</i> |

And a special thank you to our chefs!



Mark your calendars

— we can't wait to celebrate with you again!

2026 - Sunday, February 28

Making a Difference *on the Eastern Shore*

Fearless Caregiver Conference on ES

Through the support of donors and partner agencies, Riverside was able to expand our support of family caregivers across our entire service area. The Fearless Caregiver conference in 2024 was held for the first time on the Eastern Shore where 71 caregivers enjoyed advice and information on resources to help them provide the best possible care for their loved ones. So often caregivers feel alone and isolated, but attendees made friends with others in similar situations and were able to ask real world questions from two panels of experts and partner organizations.

The event was emceed by Steven Barg from Today's Caregiver, an online and in print resource for supporting family caregivers. An anonymous donor and funding from the Martha W. Goodson Center made the event possible.



Fearless Caregiver conference on the Eastern Shore.



Gene Saunders, Founder and CEO of Project Lifesaver, addresses attendees.



One of two panels of experts at the Fearless Caregiver conference on the Eastern Shore.



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.



Commission on Aging Fall Health Fair in Isle of Wight.

Making a Difference *in* **Smithfield**

Even before the new Riverside Smithfield Hospital campus opens, Riverside is working within the community to help residents be healthier. Jessica Macalino, President of Riverside Smithfield Hospital, spoke to the Isle of Wight's Fall Commission on Aging Health Fair, sharing information about community resources for acute care, cancer care, and the prevention of heart disease and stroke. In addition, Riverside is addressing food insecurity by partnering with the local food bank, health education by partnering with local churches, and mental health by participating in several local events.

Making a Difference *on the* Middle Peninsula

Tree of Lights Shines Bright

The annual Tree of Lights event brought the community together in a dazzling display of holiday cheer and goodwill to support Riverside Walter Reed Hospital (RWRH) in Gloucester, VA. Held at York River Oyster Company (YROC), the celebration delivered an unforgettable evening of food, fun, and fellowship, cementing its status as the Middle Peninsula's premier holiday event.

YROC's coastal casual-chic atmosphere, paired with stunning waterfront views, provided the perfect setting for a cocktail-style gathering. Guests enjoyed culinary delights while connecting with friends, family and neighbors, creating lasting memories before the hustle and bustle of the holiday season.

Among the crowd were some of our favorite health care providers, emphasizing the evening's purpose – to support local access to health care at RWRH.

Filled with laughter and meaningful connections, the Tree of Lights event shines as a beacon of hope and community spirit, illuminating the generosity and camaraderie of those who call the Middle Peninsula home.

Thank you to everyone who joined us and helped make this year's Tree of Lights event a resounding success. Your support brings light to our community and life-saving care to those who need it most.



Having fun at Tree of Lights!



Tree of Lights is hosted at YROC.

A SPECIAL THANK YOU TO OUR 2024 TREE OF LIGHTS SPONSORS

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Mark your calendars —we can't wait to celebrate with you again!
2025 - Friday, December 5



Scan this code with your cell phone or call (757) 234-8740 to learn more about the Foundation or to make a gift.

Recognizing our Loyal Supporters at Riverside Uncorked



Riverside Uncorked toward the end of each year is a virtual event to celebrate the Foundation's giving societies. Donors in the 1915 Club (those who give \$1,000 or more annually) and Founder's Society Members (those who have reached \$10,000 in lifetime giving) are invited to this insider's event. Attendees can join from the comfort of their homes with a complimentary wine pack and snack delivered to their door from the Foundation.

2024 was the fifth year for Uncorked and was the largest gathering to date with more than 185 households participating.

In a special message just for donors, Dr. Mike Dacey shared a "State of the System" update, including the outstanding quality and satisfaction scores earned by our team members, the recent medical group growth and its robust plans for the future, the Riverside/UVA relationship that brings clinical trials, a joint venture in cardiac surgery and local access to pre- and post-transplant services, Riverside's financial challenges and successes, and the critical role of philanthropy in serving our patients.

Our leadership donors got a sneak peek from Dr. William McAllister and Dr. Harry Lomas on the gamma knife technology upgrade that will serve patients more quickly and precisely. Tina Thomas highlighted The Martha W. Goodson Center's expansion of caregiver services on the Eastern Shore. Jessica Macalino shared details on the progress made in bringing the Smithfield hospital to life. Stacey Johnson explained the many basic needs that are not covered by insurance that are instead provided by Riverside's generous donors. The common theme was that philanthropy is vital to elevating the patient experience through access to care, through ever-advancing technology and through keeping our focus on our patients' dignity.



Founder's Society

We are honored to recognize the remarkable generosity of our Founder's Society members whose continued support of Riverside's mission helps to transform the definition of care for our patients. Please help us welcome our newest Founder's Society members (denoted in bold letters) and recognize those members whose continued contributions have elevated their recognition to a new level (denoted by a ^).

Members as of December 31, 2024.

*Cornerstone Legacy Contributors †Donor is deceased ^Elevated in 2024 **Bold new in 2024**

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Through their generous gifts, hundreds of 1915 Club members provide immediate and direct support for Riverside’s patients and help to provide the greatest quality of care in each local community.

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