

St. Joseph's 2000 Community Service Plan

St. Joseph's Hospital
COMMUNITY SERVICE PLAN
&
2000 ANNUAL REPORT



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CELEBRATING OVER 90 YEARS OF SERVING THE COMMUNITY



From the President/CEO

Sister Marie Castagnaro, SSJ

“St. Joseph’s remains committed to our mission each and every day.”

Each new year brings with it a time of renewal and apprehension. The year 2000 marked the start of not only a new year, but also a new century. Our apprehension was heightened over the possibility of a “Y2K Bug” causing more electronic damage worldwide than any epidemic we have ever experienced in our lifetimes. Fortunately, through diligent planning and preparation, 2000 came in with a whimper and not a bang. The end of the world did not arrive as some had predicted.

While the “Y2K Bug” had very little effect on healthcare, the healthcare industry continues to experience an era of change and challenges. The issues we face in this new millennium are not much different from those of the late 20th century. Lower reimbursement rates, the rising number of uninsured, along with fewer people entering the healthcare field are just some of the things healthcare providers struggle with on a daily basis.

St. Joseph’s Hospital has not been spared any of these issues. Over the course of our long and storied history, St. Joseph’s has encountered many trials and tribulations. However, when the challenge has been conquered we have emerged as a stronger and much wiser community partner. Offering quality healthcare, at an affordable price, for all that need it has been the mission that drives everyone here at St. Joseph’s.

It is my privilege to present to the community St. Joseph’s Community Service Plan and 2000 Annual Report, which not only recognizes our accomplishments, but also highlights St. Joseph’s contributions to the community in time and money. For St. Joseph’s, 2000 saw the addition of many new services, the move of our Breast Imaging Center to St. Joseph’s Health Services Building, and the designation of our Skilled Nursing Facility as “deficiency-free” for the 11th consecutive year.

We were able to achieve these deeds and more in spite of experiencing Medicare and Medicaid cuts in reimbursement. In fact, St. Joseph’s showed a profit for 2000 culminating a decade of profitability for the hospital.

It is safe to say that 2001 will be just as challenging. However, please be assured that despite these turbulent times, St. Joseph’s remains committed to our mission each and every day.

***Community Service Plan
Report for 2000***

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St. Joseph's 2000 Community Service Plan

I. Philosophy/Mission/Vision/Employee Values

*** Philosophy**

St. Joseph's believes that every person is made to God's image and likeness and that the dignity and right of each individual are of prime concern in the delivery of health care.

As a Catholic health facility, St. Joseph's Hospital shares in the mission of witnessing to the healing presence of Jesus Christ by:

- * witnessing to the sacredness of human life at every stage of its existence from the moment of conception until the moment of death;
- * testifying to spiritual beliefs concerning life, suffering, and death;
- * serving others with humility;
- * promoting health care competence and leadership;
- * managing efficiently and effectively in a professional manner;
- * insuring continuation of mission by enhancing its financial position;
- * striving to be fair and just in employee compensation, benefits, working conditions and opportunity to advance;
- * recognizing the importance of professional education;
- * educating the community regarding healthcare issues;
- * promoting a spirit of Christian Community based on the principle of love of God and love of neighbor throughout the institution and to the community served; and,
- * being faithful to the spirit of the Gospel and the teachings of the Catholic Church.

St. Joseph's possesses a deep respect for the dignity of all those who minister to our patients, recognizing that their talents, loyalty, enthusiasm and deep commitment are among our most valuable assets.

We believe there should be a constant effort toward excellence in the provision of health care which will be achieved through professional management coupled with employee participation and responsibility.

*** Mission**

St. Joseph's Hospital, a Catholic health facility, is a voluntary not-for-profit community general hospital founded by the Sisters of St. Joseph of Rochester in cooperation with the physicians and citizens of Elmira. In the spirit of the Mission of the Sisters of St. Joseph, who are called to serve all people, the Hospital community strives to heal in body, mind and spirit, as Jesus did, all who come to us. Central to the Hospital's Mission is a deep respect for the dignity of each person.

St. Joseph's Hospital is committed to use its resources to provide the highest quality care. The Hospital ministers to inpatients and outpatients, serving as a primary care and specialty referral center for the residents of Chemung County and the surrounding counties of New York and Pennsylvania.

St. Joseph's Hospital is committed to respond to the changing health and welfare needs of the community. The Hospital keeps abreast of the latest advances in medical technologies and provides education for personnel, patients, and the community. The Hospital cooperates with other health care providers and agencies to meet regional health care needs.

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*** Vision**

By the year 2000, St. Joseph's will improve community health. To achieve our Vision we will:

- * Partner with those who share similar values;
- * Develop customer oriented, quality driven, financially sound programs and services;
- * Empower people toward spiritual, physical, and emotional wellness, and,
- * Champion health education and disease prevention.

As we move into the 21st Century, St. Joseph's will be identified as an integral part of a regional/national healthcare delivery system.

*** Employee Values**

As members of St. Joseph's Hospital family, employees value the following:

- * Sacredness of human work-Employees strive therefore:
 - * to treat each individual with fairness and respect.
 - * to engage in constructive evaluation and to promote positive feelings in all employees.
 - * to foster the caring attitude of the members of the St. Joseph's Hospital family.
- * Christian Management which fosters responsible, ethical actions in a Christian climate-Employees strive therefore:
 - * to promote honesty and integrity as a lifestyle in working to make St. Joseph's Hospital a loving and caring institution.
 - * to appreciate and use our God-given abilities in service to others.
 - * to strive to be compassionate to those in need.
 - * to treat employees with respect and dignity.
- * Sacredness of life-Employees strive therefore:
 - * to be sensitive to the needs of others.
 - * to perform service with integrity and competence.
 - * to provide to the best of our ability, quality healthcare to all patients consistent with St. Joseph's Hospital's mission and philosophy.
- * Employees have concern for the individual-Employees strive therefore:
 - * to respect and promote the rights of our patients, employees and all those associated with St. Joseph's Hospital.
 - * to be committed to honesty, justice and integrity.
 - * to be sensitive to the needs of persons who are poor, aged, or disabled, whether sick or well.
 - * to treat others as we would have them treat us.
- * Sponsorship of the Sisters of St. Joseph of Rochester-The Sisters of St. Joseph foster a climate which is characterized by humility, gentleness, peace and joy in striving for a profound love of God-Employees strive therefore:
 - * to be open and honest with others.
 - * to appreciate each person's unique contribution to St. Joseph's Hospital.
 - * to work in unity with all employees of St. Joseph's Hospital.
- * Our role in continuing Christ's healing ministry-Employees strive therefore:
 - * to promote, create and maintain acceptable working conditions for staff and a professional environment for patients.
 - * to constantly improve services to patients and families by working on staff competence.
 - * to maintain humility and fairness in all that we do.

II. Overview: Our Community and St. Joseph's

St. Joseph's Hospital is a voluntary, not-for-profit, Catholic acute care 295 - bed hospital located at 555 East Market Street, on the East Side of Elmira, New York. The facility is immediately accessible to the Southern Tier Expressway (Route 17).

Since its inception in 1908, the Hospital has served not only the nearly 250,000 people living in Chemung County, but also those residents living in the surrounding counties of New York's Southern Tier and Northern Tier of Pennsylvania.

Like most of the United States, Chemung County experienced an economic boom period throughout the 1990's. The County's brighter employment climate came on the heels of the high unemployment days of the late 1980's. According to the New York State Department of Labor's Division of Research and Statistics, Metropolitan Statistical Area (MSA) data for the Elmira area indicates that the unemployment rate in November of 2000 dropped .4% from the previous year to 4.3%. New York State's overall unemployment rate for the same time period was 4.8%. Among some of the factors contributing to Chemung County's lower jobless rate can be pointed to an increase in 200 wholesale and retail trade jobs from November 1999 to November 2000.

At the same time demographic figures indicate that in 1999 there were 34,471 households in the County, with the median household income reported at \$34,012. The median age of Chemung County's total population is 36.3 years, while the median years of school completed for the residents was reported at 12.7 years.

In taking a closer look at St. Joseph's 2000 statistics, the Hospital's medical staff numbered 278 physicians and dentists of whom 128 are considered active staff physicians who regularly admit patients. In addition, there were 46 Associate Staff members with admitting privileges, while the remaining members of the medical staff were members of the Honorary, Consulting, Visiting and Specified Professional Personnel staffs. Of the 278 physicians, 191 are Board Certified in their specialties and subspecialties.

In 2000 the Hospital employed 651 full-time and 431 part-time employees for a total employment base of 1,082. St. Joseph's is licensed and certified by the New York State Department of Health, Office of Mental Health and the Division of Alcoholism and Alcohol Abuse, as well as by HCFA (Health Care Financing Administration) for participation in the Medicaid and Medicare Programs respectively. The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) accredits the Hospital; such accreditation is effective through November 2001, at which time the Hospital will be re-surveyed. St. Joseph's is a constituent member of the Carondelet Health System, which is the sole corporate member of the St. Joseph's Health System. St. Joseph's Health System is the sole corporate member of other subsidiaries. (See Attachment #1 for complete Organization Chart) At the same time, St. Joseph's is a member of Catholic Health Association, New York State Catholic Healthcare Council, Healthcare Association of New York State, the American Hospital Association, and the Rochester Regional Healthcare Association.

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Among the services offered by St. Joseph's Medical Staff include the following:

Alcohol and Drug Rehabilitation	Allergy and Immunology
Anesthesia	Cardiac Diagnostic Services
Cardiovascular Health Assessment	Cardiac Rehabilitation
Cardiothoracic Surgery	Chemotherapy
Clinical Laboratory Department	Dentistry and Maxillofacial Surgery
Emergency Medicine	Endocrinology
Endoscopy Unit	Family Practice
Food & Nutritional Services	Gastroenterology/Endoscopy
General Surgery	Geriatrics
Gynecology	Health Education
Hematology	ICU/CCU/Burn Care Unit
Infectious Disease	Internal Medicine
Magnetic Resonance Imaging	Mental Health Services
Mobile Outreach (Care-A-Van)	Lithotripsy Services
Neurology	Neurodiagnostic Services
Neurosurgery	Nuclear Medicine
Occupational Health Services	Oncology
Ophthalmology	Otolaryngology
Orthopedic Surgery	Pathology
Patient Evaluation/Social Work Services	Pediatric Cardiology
Pediatrics	Plastic and Reconstructive Surgery
Physical Rehabilitation Medicine	Radiology
Respiratory Care Services	Rheumatology
Seven Operating Room Suite	Sleep Disorders Unit
Substance Abuse Rehab Unit	Ultrasonography
Urology	Vascular Surgery

A Slate of Comprehensive Programs

Acute Inpatient Care	Occupational Health Services
55PLUS(Oncology
Acute Medical/Physical/	Ophthalmology
Surgical Rehabilitation	Osteopathic Medicine
-Physical Therapy	Pain Management Center
-Occupational Therapy	Pastoral Care
-Speech & Swallowing Disorders	Patient Education
-Hand Management Center	-Diabetic Education
-Return-to-Work Center	-Hip & Knee Pain Seminars
-Vestibular Rehabilitation	-Nutrition Counseling
Allergy & Immunology	-55PLUS(/Betts Komer Seminars
Ambulatory Surgery	Pathology & Laboratory Services
Behavioral Science Services	Pediatrics
Blood Banking	Pediatric Cardiology
Cardiac Diagnostic Service	Primary Care Physicians
Cardiac Invasive Surgery	Pulmonary Rehabilitation
Cardiovascular Laboratory	Regional Burn Center
Chemotherapy	Respiratory Care Center

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Chest Pain Center	Rheumatology
Community Education	Skilled Nursing Facility
Emergency Department	Sleep Disorders Center
Endocrinology	Social Work
Endoscopic Services	Southern Tier Addiction Rehabilitation Services (STARS)
-Endoscopy	-Alcohol & Drug Rehabilitation
-Gastroenterology	-Substance Abuse Rehabilitation
-Colonoscopy	-Adolescent Intensive Outpatient
-Sigmoidoscopy	Support Groups
Food & Nutritional Services	Surgical Services
Gynecology	-Ambulatory Surgery
Health Education	-Dental & Maxillofacial Surgery
Hematology	-Eye Surgery
Infectious Disease	-Gynecological Surgery
Intensive Care Unit/Cardiac Care Unit/Burn Unit	-Lithotripsy Services
Medical Imaging	-Neurosurgery Services
-Computerized Tomography (CT)	-Orthopedic Surgery
-Digital Subtraction Angiography (DSA)	-Plastic & Reconstructive Surgery
-Mammography	-Seven Operating Room Suites
-Magnetic Resonance Imaging (MRI)	-Targis Therapy (Enlarged Prostate Treatment)
-Nuclear Medicine	-Thoracic Surgery
-Open MRI	-Vascular Surgery
-Osteoporosis Education/Bone Densitometry	Urology
-Radiology	Volunteers
-Ultrasound	
Mobile Outreach (Care-A-Van)	
Neurology	

Highlights of St. Joseph's 2000 Accomplishments:

- * Began offering the latest method for non-surgical treatment (microwave thermotherapy of the prostate) of Benign Prostatic Hyperplasia (BPH), commonly known as an enlarged prostate.
- * The Breast Imaging Center not only expanded services in 2000 by adding a bone densitometry unit, but the Center moved from St. Joseph's Outpatient area to St. Joseph's Health Services Building.
- * For the 11th consecutive year the New York State Department of Health designated St. Joseph's 71 - bed Skilled Nursing Facility as a "deficiency - free" facility. A "deficiency - free" rating is the highest possible rating given by the Department of Health.
- * Southern Tier Addiction Rehabilitation Services (STARS) expanded services to help teenagers and parents through its Adolescent Intensive Outpatient Treatment Program.
- * The General Building Contractors of New York State presented the "Build New York Construction Excellence Award" to St. Joseph's for the Hospital's role in the construction of its Health Services Building.

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- * Despite cuts in Medicare and Medicaid reimbursement, St. Joseph's showed a profit for 2000 that culminates a decade of profitability for the Hospital.

III. Community Needs Assessment

In order to ensure that the healthcare needs of our community are met, St. Joseph's utilized the following approaches in 2000 in listening, assessing and addressing the needs of our area's residents:

**** Agency Reports***

St. Joseph's utilized the following reports, compiled by local and national organizations and agencies, in prioritizing its community service goals and objectives:

- * Community Health Status Report for Chemung County by U.S. Department of Health and Human Services Administration (July 2000).
- * Community Perception Survey conducted by Hospital staff (1999).
- * Community Needs Summary from United Way of Southern Tier (1998). Health Counts In Chemung! Report for Chemung County Health Department (1998).
- * Community Health Assessment- Chemung County Health Department (1996-97).
- * Bed Need in the Southern Tier Service Area 1996-2005-Finger Lakes Health Systems Agency (1996).
- * Communities Working Together for a Healthier New York: Opportunities to Improve the Health of New Yorkers-New York State Department of Health (1996).
- * Focus Group Research of "Health Care Decision Makers" living in Chemung County who have had experience with St. Joseph's Hospital (1998).
- * Beyond 2000: HealthTrends in the New Millennium sponsored by the American Hospital Association (1999).
- * 2001-2002 Environmental Assessment: Implications for CHS Stakeholders (2000).
- * Futurescan 2000...A Millennium Forecast of Healthcare Trends 2000-2004, sponsored by Society for Healthcare Strategy and Market Development of the American Hospital Association.

**** Partnerships Together***

St. Joseph's participates with several area agencies and organizations on various collaborative partnerships. The following partnerships are instrumental in determining and addressing our community needs:

- * Catholic Charities of the Southern Tier
- * Chemung Valley Health Network
- * Colorectal Cancer Screening & Prostate Cancer Education Initiative
- * Diabetic Awareness Screening Initiative
- * Healthy Heart Coalition
- * Healthy Women's Partnership
- * Reach Out and Read (ROAR) of the Southern Tier
- * Southern Tier Abstinence Education Coalition
- * Southern Tier Tobacco Coalition
- * TRIAD of Chemung County
- * United Way of the Southern Tier's Partnership for Children

**** Patient Surveys***

During 2000 St. Joseph's participated in a national survey conducted by Parkside Associ-

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ates, Inc. during December for the Outpatient Surgery area. While the results are not expected to be ready for review until sometime during the first quarter of 2001, many respondents took the opportunity to comment how impressed they were with the care, compassion, friendliness and kindness of all our staff.

**** Staff Involvement with the Community***

St. Joseph's employees and the word volunteerism are interchangeable. Our employees' involvement in various not-for-profit organizations not only helps meet a community need, but it enables St. Joseph's to discover other community needs. This spirit of "giving" has been a longstanding tradition at St. Joseph's. In 2000 employees packed boxes of Christmas gifts for the Arctic League, cleaned a section of Route 17 for the New York State Department of Transportation's Adopt-A-Highway program, and volunteered at Cornell Cooperative Extension's "Old McDonald Farm" as part of the United Way of the Southern Tier's Day of Caring. The employees' spirit of giving and generosity extends beyond those three activities to include 13,693 volunteer hours given to several community groups, organizations and associations. The following is a sampling of some of those groups, which benefited from the time donated by our Hospital employees:

4-H Club	American Baptist Bd. of Deacons
All Saints Academy	Adopt-A-Highway Prog.
American Diabetes Association	American Heart Assn.
American Cancer Society	American Red Cross
Alcoholics Anonymous (AA)	Ancient Order of Hibernians
Arctic League	Athens High School
Babe Ruth Baseball	Beecher Elementary School
Bethany Lutheran Church	Big Flats Volunteer Fire Dept.
Big Flats Zoning Board	Boy Scouts of America
Breesport Baptist Church	Broadway School
Capabilities, Inc.	Catholic Youth Organization (CYO)
Catholic Charities of the Southern Tier	Central Assembly Church
Chemung County Chamber of Commerce	Chemung County Project for Bail
Chemung County Assoc. of Retarded Citizens	Community Kitchen
Chemung Valley Health Network (CVHN)	Community Nursing Svce. for the Elderly
Corning Community College	Clemens Center
Corning Painted Post Roman Cath. Comm.	Eastern Star
Elmira Correctional Facility	Elmira Free Academy
Elmira Eagles Club	Elmira City School District
Elmira Heights Fire Department	Elks Club
Epiphany School	Epiphany Church
First Baptist Church	First Church of Nazarene
First Presbyterian Church	Frederick Douglas AME Zion Church
George Washington Elementary School	Girl Scouts-Seven Lakes Council
Glove House	Habitat for Humanity
Harris Hill Soaring Club	Holy Family Schools
Horseheads First Baptist Church	Horseheads School District
Horseheads Volunteer Fire Department	Huck Finn Little League
Junior League	Keuka College
Kings Chorus	Kiwanis Club

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Leukemia & Lymphoma Society	Lion's Club
Lowman & Wellsburg United Methodist Church	LPGA Corning Classic
March of Dimes	Middletown Historical Society
Millerton Wesleyan Church	Montisori School
National Warplane Museum	Northside Community Church
North Presbyterian Church	Notre Dame High School
Oasis Christian Church	Office for the Aging
Our Lady of Lourdes Church	Our Savior's Lutheran Church
Painted Post Presbyterian Church	Parents Without Partners
Pathways, Inc.	Pee Wee Football
Penn State Extension	Parley Coburn School
Project Graduation	Reach Out & Read of the Southern Tier
Reins of Hope	Rotary Club
Riverside Elementary School	RSVP of Chemung County
SJH School of Nursing Alumni Assn.	Sayre Community Learning Center
S.T. Regional Emergency Medical Svces.	Southside High School
Southport Recreation	St. Ann's Church-Bentley Creek
St. Anthony's/St. Patrick's Church	St. Benedict's Church-Odessa
St. Casimir's Church	St. John's Church-South Waverly
St. Mary's Church	St. Mary Our Mother church
St. Michael's Church-Canton, PA	Star Wish Foundation
Twin Tier Hockey Association	United Way of the Southern Tier
Valley Youth Soccer Association	Victory Highway Wesleyan Church
YMCA of Chemung County	Youth Orchestra of Southern Tier
Winfield Elementary School	

IV. Responding to Community Health Needs

In keeping with its mission, St. Joseph's has taken several approaches to not only identify various community needs, but also respond to them through the sponsorship or co-sponsorship of various programs, activities or services. Each year St. Joseph's Community Service Plan is sent to several hundred-community leaders and elected officials for their information and input. At the same time, any member of the general public may receive a copy by contacting the Hospital's Marketing/Community Development Department. For those individuals with access to the Internet, the last three Community Service Plans for St. Joseph's can be located on the Hospital's web site (www.stjosephs.org).

*** 55PLUS Program**

As the first program of its kind in the Southern Tier, 55PLUS(is designed to offer pluses, both when you are well, and when you are sick. 55PLUS(, which is free of charge to join, offers the following package of health related services to its more than 7,600 members:

- * Newsletter
- * Screenings
- * Seminars
- * Complimentary transportation for inpatients
- * Private rooms at a semi-private rate (subject to availability)
- * Complimentary homemaker service after discharge
- * Information packets during hospital stay

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- * Discounts with area merchants
- * Assistance with insurance filing
- * Interest-free payment plus

**** Abuse Issues (Physical and/or Sexual)***

St. Joseph's staff, but, in particular, the employees of the Emergency Department, is trained to recognize the signs of abuse and proceed with sensitivity and persistence if abuse of any kind is suspected. Among the areas encountered frequently are:

- * **Child Sexual Abuse**-In 1992, St. Joseph's played a leadership role in developing a community multi-disciplinary child sexual abuse team. This was implemented in cooperation with local law enforcement agencies, the American Bar Association, the district attorney's office, community services and social services agencies. A major accomplishment of this team was the development of a comprehensive, standardized reporting form that greatly reduces the number of interrogations victims must undergo, thereby alleviating much of the emotional toll that victims suffer.

- * **Rape**-In addition to receiving medical intervention, victims of a sexual assault are offered the specialized services of the Rape Crisis Center of the Southern Tier.

- * **Domestic Violence**-This can take many forms, including spousal (partner) abuse, child abuse and elder abuse. Our Emergency Department staff follows all state regulations regarding the reporting of such cases, but also attempts to prevent future abuse. For example, victims of domestic violence are given the mandated handout regarding victims' rights. However, our staff believes that language of this handout might be confusing to many victims. Therefore, the staff initiated the use of two simpler, more condensed lists of community resources.

Additionally, St. Joseph's Hospital and the Emergency Department have developed a cooperative aid policy with leading community agencies to assist domestic violence victims awaiting transportation to a safe house, regardless of whether the victim is a patient of St. Joseph's. The Emergency Department staff also has access to the resources of the Mobile Crisis team that is available in our community.

**** Adopt-A-School Program***

Since the 1991-92 school year, health professionals from St. Joseph's have visited area classrooms to give in-depth presentations on a variety of health topics for students between the grades of kindergarten and six. For the 1999 - 2000 school year, St. Joseph's Adopt-A-School Program included Holy Family Intermediate, Holy Family Primary, Thomas K. Beecher Elementary, and George Washington Elementary Schools.

*** Classroom Topics:**

- * **Burn Awareness (Kindergarten);**
- * **Nutrition (Grade 1);**
- * **Rehabilitation (Grade 2);**
- * **Respiratory Care Services (Grade 3);**
- * **Healthy Heart (Grade 4)**
- * **Emergency Care Services (Grade 5);**
- * **Feelings & Self-Esteem (Grade 6).**

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- * **Children's Health Fair-A total of 169 third grade students representing nine classes participated in a half-day program in May regarding important health tips as infection control, dangers of smoking and smokeless tobacco, nutrition, exercise, emergency care services and primary care services.**
- * **Hospital School Tours-222 students ranging in age from nursery school through high school were able to receive an up-close and personal look at the behind the scenes workings of a hospital. Throughout the year hospital staff gave many personal tours. Among some of the groups which received hospital tours in 2000 were the following:**
 - * **Bentley Creek Head Start**
 - * **St. Joseph's Head Start**
 - * **Horseheads Presbyterian Nursery School**
 - * **Millerton, PA Head Start**
 - * **Home School (K - 4 grades)**
 - * **Home School (5 - 9 grades)**
 - * **Millerton, PA Cub Scouts**
 - * **YWCA (3 and 4-year-olds)**
 - * **YWCA (K - 1 grades)**

*** Clinical Pathways**

Clinical Pathways have been in use at St. Joseph's for several years providing a multi-disciplinary tool for consistent high quality outcomes for our patients. Clinicians from all specialty areas work together to develop a tool outlining a comprehensive plan for the care of a patient with a specific diagnosis. Pathway development is most often initiated by physician request, or by the frequency of the particular diagnosis.

As with any tool, it is most effective when it is continuously reviewed by the clinicians and adjustments made to address new changes in professional practices or individual patient needs. This type of review occurs on a daily basis by the patient care managers, the staff nurses and the physicians. Quick identification of variances from the expected pathway can be addressed in a timely manner and adjustments made to assure the patient continues on to a successful recovery.

The Clinical Pathways will continue to be a collaborative effort between St. Joseph's Hospital, the physicians and the medical community at large as we strive to provide the best possible care to our area's residents.

*** Continuous Quality Improvement**

St. Joseph's encourages the submission of "Opportunity Statements" by employees. These may serve several purposes:

- Improve patient care;**
- Reduce costs;**
- Streamline processes and other benefits.**

To date, over 300 employees have submitted opportunity statements over 60 CQI teams organized. Some examples of teams, with accomplishments include the following:

- Implementation of a diabetic education program;**

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Reduction of unbilled accounts in Medical Records by over \$1 million;
Continued development and implementation of clinical pathways;
Development of a generic patient satisfaction survey tool;
Introduction of an "End of Life" program;
Development of an ergonomic program.

CQI teams continue to develop methods and procedures, which most effectively utilize St. Joseph's resources in order to provide quality patient care, as well as, cut costs and enhance revenue.

**** Donations by St. Joseph's Employees to the Community***

Among the many charitable donations made by St. Joseph's are the monies given by employees' at their annual holiday dinner. These funds purchase gifts for those patients who must spend Christmas Day at St. Joseph's. Many employees not only contribute through payroll deduction to the United Way of the Southern Tier, but nonperishable food items also are collected and donated to local food pantries. Since 1999, Hospital employees also began collecting pop can tabs to raise money to help support families staying at the Ronald McDonald House Charities in Rochester, New York.

More than 100 St. Joseph's employees generously contribute to community causes through employee payroll deduction as members of the "St. Joseph's Hospital Employee Fund." In 2000, the following donations were made to worthy causes in the Chemung County Area:

- * American Cancer Society
- * Project Graduation (Notre Dame High School, Elmira Free Academy, Southside High School, Horseheads High School and Thomas A. Edison High School)
- * YWCA of Elmira and the Twin Tiers
- * Notre Dame High School Athletic Association
- * Second Place East
- * Corning Community College Annual Fund
- * American Heart Association
- * Chemung County ARC
- * American Red Cross
- * Horseheads High School Choir
- * Glove House
- * Chemung County Historical Society
- * Turning Point Youth Ministries
- * Coaches Vs. Cancer Basketball Tournament

**** Free/Low Cost Health Screenings***

St. Joseph's sponsored the following community health screenings in 2000:

- * Prostate Screening Clinic held at St. Joseph's - 107 men were examined.
- * Weekly Blood Pressure Screenings at St. Joseph's, Elmira Southside Tops Pharmacy and Wegmans Pharmacy - These clinics, sponsored by 55PLUS®, enabled 669 individuals to receive free blood pressure screenings.
- * Flu Shot Clinics - Due to delays in delivery from the manufacturer, only one clinic was held which allowed 10 people to receive their flu immunizations.
- * Oktober HealthFest - Approximately 250 individuals attended this half - day event which featured bone densitometry for osteoporosis, blood glucose levels for diabetes,

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pulmonary screenings, pulse oximetry, blood pressure screenings sponsored by 55PLUS(.

**** Free Health Seminars***

As a means to provide valuable health care information, as well as, educate the community concerning the latest advances in the health care industry, the following informational programs were presented in 2000:

- * **Betts F. Komer Seminar Series-Over 200 community residents attended the following four free sessions, organized through St. Joseph's Hospital Foundation/55PLUS(:**
- * **"New Advances in the Treatment of Enlarged Prostate"**
- * **"Menopause: A Time of Transition"**
- * **"The Changing Face of Beauty - New Perspectives on Cosmetic Surgery"**
- * **"Breast Surgery: My Body, My Self"**
- * **55PLUS(-The following seminars, sponsored by 55PLUS(, were attended by 102 people:**
- * **"Diabetic Management and Education"**
- * **"Why is Everyone Mumbling? There's Nothing Wrong with My Hearing"**
- * **Hip and Knee Pain Seminars-Since these programs were first offered to the public in September of 1998, Nearly 600 persons have attended these free sessions which address the topic of hip and knee pain, and what can be done to eliminate it.**
- * **In- House Medical Education-In 2000, a total of 29 in - house medical education sessions were held for physicians, nurses and support personnel at St. Joseph's. The 29 sessions attracted a total attendance of 771 people. A variety of topics were presented including "New Treatment for Women with Urinary Problems," "Cancer Pain," "Anti - platelet Therapy," and "Update on Current Status of Cardiac Valve Surgery."**
- * **Cancer Case Conference-The Cancer Case Conference Subcommittee meets twice monthly in St. Joseph's Cusick Meeting Room. This conference gives physicians and health professionals the opportunity to discuss patient care problems as well as develop a multi-disciplinary treatment plan. Each presentation includes a summary of the medical history, physical, radiographic and pathologic findings/interpretations, clinical course and recommendations. In 2000, 22 case conferences were held with 93 cases presented. A total of 395 people attended, with the average attendance for each session totaling just over 18 people.**

**** Medicaid Managed Care (Priority Health Care)***

St. Joseph's continued its close relationship in 2000 with the Chemung County Department of Social Services and Twin Tiers Physician Management (Adult Program) and Southern Tier Pediatrics (Pediatric Program) in refining the Managed Care Program.

St. Joseph's Emergency Department received an average of 3 visits per day from patients who are participants in the Medicaid Managed Care Program. St. Joseph's ensures they receive treatment. It is St. Joseph's goal to work with the patients and participating organizations to ensure that these participants receive the proper level of care and utilize the Priority Health Care Program efficiently. Medicaid Managed Care Emergency Department meetings are held quarterly, including representatives of the Chemung County Department of Social Services, Twin Tiers Physician Management, Southern Tier Pediatrics, along with both St. Joseph's and Arnot Ogden Medical Center. The goal of St. Joseph's and the other community organizations is to maintain the highest quality of care in the most appropriate and cost effective manner.

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Also, a Chemung County Department of Social Services caseworker has been employed in the hospital on a full-time basis since early 1997 providing intake, referral and other information to patients and their families. Therefore, patients no longer have to travel to the Department of Social Services to apply for benefits, providing a convenience for the patients. Since the program's start-up in March of 1997, the Medicaid worker has approved 615 applicants from Chemung County, and surrounding counties.

Not only can the patients utilize the healthcare resources of our community in the most appropriate and cost-effective manner, they can fulfill the requirements of the program in one convenient setting.

**** Occupational Health Services (OHS)***

St. Joseph's offers a comprehensive package of services to over 400 companies in Chemung County and the surrounding community. These companies are committed to controlling health care and workers' compensation costs by maintaining a healthy and productive workforce. St. Joseph's Occupational Health Services helps businesses achieve those goals by offering such services as:

- * Pre-placement exams
- * Extensive physician services
- * OSHA compliance consultations (personal protective equipment and bloodborne pathogen training)
- * Wellness and preventive health programs
- * Workers' compensation evaluations and case management

In addition to these comprehensive services, OHS performs certified drug and breath alcohol testing and screening for at least half of those 400 companies. Additionally, OHS administered approximately 1,200 influenza vaccines both at St. Joseph's and company sites in 2000.

**** Outpatient Primary Care Offices/Mobile Health Van (Care-A-Van)***

For patients needing primary care services, St. Joseph's offered these services through its mobile health unit, the Care-A-Van, and its three primary care offices: Elmira Primary Care, Horseheads Primary Care and Southport Primary Care. During 2000, these offices and mobile health unit treated over 750 Medicaid patients.

**** Rehabilitation Center at St. Joseph's***

The Rehabilitation Center at St. Joseph's has contracts with several area agencies. The demand for physical and occupational therapists, as well as, speech therapists is so great that St. Joseph's staff is needed to provide services in the community, which would not otherwise be available. One major component of this program is St. Joseph's contract with the Chemung County Health Department providing rehabilitation services for patients whom are discharged from St. Joseph's inpatient rehabilitation units. A Public Health Nurse goes into the home and assesses the patient's needs. Statistics have proven that providing services in the community reduces the need for placement in a nursing home. The second major component is providing services to school age children inside the school buildings. This enables the children to attend therapy, as well as regular school classes.

Other agencies that contract St. Joseph's services include the following:

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- * B.O.C.E.S.
- * Chemung County Health Department
- * Chemung County Nursing Facility
- * Elcor Nursing Facility
- * Elmira City School District

Total Visits:

Physical Therapy-	10,775
Occupational Therapy-	12,737
Speech and Hearing-	1,006

*** Southern Tier Addiction Rehabilitation Services (STARS) and Addiction Rehabilitation Unit (ARU)**

Southern Tier Addiction and Rehabilitation Services offers alcoholism/chemical dependency treatment in a continuum of services which include outpatient, intensive outpatient and inpatient rehabilitation. Having all of these services available in one location ensures a smooth transition through all phases of this continuum.

STARS/ARU serves primarily an adult population. Recently in a special location in the Elmira Medical Arts Building, St. Joseph's started an Adolescent Intensive Outpatient Treatment Program. Depending upon the level of care that is needed, patients will be assigned to one or more of the following services:

- * **Outpatient Program:** The STARS outpatient clinic offers day, evening and weekend groups so that the needs and schedule of each patient can be accommodated. The clinic has expanded, and is now open Monday through Thursday evenings. A Relapse Prevention Program, as well as a Women's Group, is available both during the day and evening hours. A Families in Recovery group is offered in the evening hours.
- * **Intensive Outpatient Treatment:**
 - * **Evenings:** This program meets three evenings per week. After completion of this program, patients continue aftercare through the regular outpatient program.
 - * **Days:** There are two tracks of the day program. One is offered in the morning, while the second is available in the afternoon. This allows for accommodation of various work schedules. This program is held five days per week. After completing this program, patients continue aftercare through the regular outpatient program.
- * **Inpatient Rehabilitation Program-New Dawn-** This unit constitutes the most intensive level of treatment service. It encompasses education, individual and group therapy activities, introduction to self-help groups, 12-step workshops, work therapy, and other modalities offered within a therapeutic community. The length of stay is variable.
- * **Adolescent Intensive Outpatient Treatment Program-** The Adolescent Intensive Outpatient Program of STARS (Southern Tier Addiction Rehabilitation Services) began in October 2000. It provides an intensive treatment and recovery experience for youth and young people primarily ages 15 through 18. Younger patients may be taken if appropriate treatment can be provided. The Adolescent Intensive treatment is also useful for adolescents who have completed inpatient rehabilitation but need this level of support and intensive treatment for continuation of the recovery process.
- * **The Adolescent Intensive Program has two "tracks": "After School" and "Early Evening."** Each "track" will meet four (4) times per week - Monday through Thurs-

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day from 3:00 - 5:00 p.m. or 6:00 - 8:00 p.m. On one of those days the “After School” group and the “Early Evening” group meet jointly from 5:00 - 6:00 p.m. for psychosocial education on 12 - step support groups and recovery. Group time is a total of nine (9) hours per week.

*** Parent/Family Treatment: Involvement of the parents and caregivers is crucial to treatment of adolescents for chemical dependency. A full - time professional staff is devoted to providing parent education, facilitating a parent therapy group, and conjoint sessions for parents and adolescents as needed.**

*** STARS/ARU Statistics for 2000:**

*** Outpatient:**

-Consults to hospital/detoxification	583
-STARS Outpatient Services	7,309
-Intensive Outpatient	5,598

*** Inpatient Rehabilitation:**

-Patients treated	217
-Patient days	4,987

In addition to treatment, STARS sponsors monthly seminars from September through May on topics related to alcoholism/chemical dependency. These are open to professionals and the general public.

*** Speakers Bureau**

Informational sessions/presentations to community agencies, organizations, clubs and schools were given by several St. Joseph's healthcare professionals throughout 2000. These free presentations highlighted the various services and programs offered by St. Joseph's, such as :

*** Wegmans(Elmira Store)-
Pharmacy Department**

*** Blood Pressure Screenings**

*** Cardiac Rehabilitation**

*** Nutrition**

*** Open MRI**

*** Urinary Incontinence**

*** Massage Therapy**

*** Total Joint Replacement**

*** Primary Care Physician Services**

*** Self - Referral Mammography**

*** Pulmonary Rehabilitation**

*** Men's Health**

*** Barnes & Noble Bookstore-Consumer Square**

*** Pain Management**

*** Nutrition**

*** Men's Health**

*** Physician Offices**

*** Corning Community College Wellness Day.**

*** Elmira Lions Club**

*** Elmira College Student Health Fair**

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- * 16th Annual Strong Kids/Safe Kids-Downtown Elmira
- * Arnot Mall Health and Agency Fair
- * Chemung Valley Diabetes Action Program Diabetes Fair
- * Elmira-Thon Health Fair
- * Elmira Psychiatric Center's Employee Health & Wellness Fair

*** Support Groups**

As a way to help our patients, even after leaving the Hospital, St. Joseph's either sponsors or co-sponsors, with other community groups, support groups which provide both information, as well as provide a forum for people to help each other by sharing their feelings and experiences.

The following support groups met during 2000:

- * Survivors of Stroke (SOS) - Helps stroke patients and their families' cope with the dramatic life changes that occur with a stroke.
- * Diabetic Club - In 2000, a total of 286 individuals attended this group.
- * Insulin Pump Club (Pumpmasters)
- * Amputee Support Group - For all amputees and their caregivers.
- * Widow/Widower Support Group
- * Cancer Support Group -In conjunction with Chemung Unit of the American Cancer Society
- * Breast Cancer Support Group - In conjunction with Chemung Unit of the American Cancer Society
- * Alert, Well and Keeping Energetic (A.W.A.K.E.)- Patients diagnosed with obstructive sleep apnea

*** Volunteers**

St. Joseph's is fortunate to have a dedicated group of volunteers who assist the Hospital in a number of areas, in and outside St. Joseph's. Volunteers performed services in over 35 different departments, including the visitor's desk and gift shop. The number of hours these people donated in 2000 totaled 22,462. Among some of the other areas where St. Joseph's Volunteer program is involved include the following:

- * Retired Senior Volunteer Program (RSVP)- As a station for RSVP, 60 people who volunteer at St. Joseph's, also belong to RSVP. St. Joseph's works in conjunction with RSVP to recruit new volunteers, help RSVP maintain funding and participates in their annual Volunteer Recognition Program
- * United Cerebral Palsy (UCP)- Work in conjunction with UCP to accommodate clients who are physically challenged
- * Aiding outside organizations
- * Holding blood drives for the American Red Cross
- * Daffodil sale for the American Cancer Society
- * Flower sale for the American Heart Association
- * Ticket sales for the LPGA Corning Classic

*** Women's Health Services**

St. Joseph's is an active partner in several programs designed to provide health care to women who cannot otherwise afford vital services. Two very important programs in which

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St. Joseph's participates are:

*** Healthy Women Partnership of Chemung and Schuyler Counties-This program is a joint effort of the following partners:**

- * St. Joseph's Hospital
- * Associated Radiologists of the Finger Lakes, PC
- * YWCA of Elmira and the Twin Tiers
- * Planned Parenthood of the Southern Tier
- * American Cancer Society
- * RSVP of Chemung County
- * Colorectal Health Initiative
- * Schuyler Hospital
- * Healthy Women Partnership of Schuyler County
- * Chemung County Department of Health
- * NYS Department of Health
- * Health Center for Women - Arnot Ogden Medical Center

This program provides services related to breast and cervical health concerns for any woman who is 50 years of age or older and who is uninsured or underinsured or whose insurance does not cover mammograms. (Medicare will reimburse for a mammogram every year.)

Once eligibility is determined, the patient is referred to one of the participating medical facilities for necessary services. Patients are assessed and either receive these services at a low cost or free of charge. If other services are needed, such as childcare, transportation, etc., the social service agencies in the partnership will make arrangements.

Participation in the Breast and Cervical Partnership is one more example of St. Joseph's commitment to meeting the health care needs of all members of our community.

- * **Low-Cost Mammography-** St. Joseph's, in cooperation with the American Cancer Society, Associated Radiologists of the Finger Lakes, P.C., and Arnot Ogden Medical Center, has continued to participate in a low-cost mammogram program. Eligibility requirements are:

- * A woman must be symptomatic or a high risk for breast cancer
- * Must not have health insurance for mammography service
- * Have a limited income

A physician can refer the woman or she may choose self-referral. Mammograms are available on a sliding fee scale, dependent upon income. St. Joseph's has been an active participant in this program since 1993.

V. Informing the Community

Through its marketing/communication plan, St. Joseph's conducted several health informational awareness and educational campaigns in 2000 by utilizing the following media:

- * **Patient and Staff Education Via St. Joseph's Closed Circuit Television Network**
The following educational avenues help reinforce the teaching efforts of St. Joseph's health professionals to our patients:
- * **Patient Educational Channel-Provides a mixture of :**

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- * **Orientation programming-Welcome to St. Joseph's, Smoking Code, Patient's Rights and Responsibilities, Patient Services from the various hospital departments is offered on a daily basis**
- * **Relaxation/Stress Reduction Programming-Also on a daily basis**
- * **Specifically Requested Instructional Programs-At the request of Hospital staff, and sometimes by patient request. During 2000, approximately 2,080 hours of free patient educational/instructional programming were provided. A total of 11 requests for endoscopic programming for specific patients were also provided.**

- * **Pastoral Care Channel-Provides a closed-circuit live view of the Interfaith Chapel, accompanied by soothing classical, 23 hours per day, 7 days a week for approximately 61,060 hours in 2000. Each week, five Roman Catholic Masses were broadcast live from the Interfaith Chapel for a total of 260 hours in 2000. The available hours for this channel in 2000 totaled 61,320.**

- * **Staff Education Channel-Intended for the exclusive use of St. Joseph's Hospital staff for instructional purposes. It can be used to provide live satellite video programming for St. Joseph's from distant sites throughout the world, via a satellite dish. During 2000, St. Joseph's provided 13 teleconferences, totaling 35 hours of instructional programming, (requested by various hospital departments) over this channel.**

**** Mass Media Promotion of Health Care Issues/Hospital Services***

In 2000, St. Joseph's utilized many forms of media each month to convey to the general public about St. Joseph's wellness and preventive health information programs:

*** Television/Billboard/Newspaper**

*** The following St. Joseph's programs and/or services were highlighted in area television, billboard or newspaper outlets:**

- * **Microwave Thermotherapy System**
- * **Open MRI**
- * **Pain Management**
- * **Fixed Lithotripter**
- * **Bone Densitometry Unit**
- * **Hip & Knee Pain Informational Seminar**
- * **Sponsored/Produced 12 one-minute infomercials entitled, "Health Tips," which were seen on all local and cable TV outlets. Among some of the topics highlighted each month was Treatment of Narcolepsy, Lowering Your Blood Pressure, and Depression During the Holidays.**
- * **Magazine**
 - * **LPGA Corning Classic Program- Full-page advertisement promoting St. Joseph's free Hip & Knee Pain Seminars.**
 - * **The Heartbeat Magazine- Three times a year, 30,000 of these magazines are published and mailed throughout the region. Among the topics covered in 2000 included :**
 - * **Pain Management**
 - * **St. Joseph's Primary Care Offices**
 - * **Lithotripsy Services**
 - * **Microwave Thermotherapy Service**
 - * **Bone Densitometry Unit**
 - * **Volunteer Services**

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- * **Radio-** A total of 214 one-minute health vignettes entitled “Health Tips” were aired on eight different radio stations throughout the area. Among some of the informational topics discussed in these reports included Detecting Bladder Cancer, Warning Signs of Mental Illness, and The Importance of a Stable Blood Pressure.

VI. Improving Access to Health Care Services by the Under - Served

St. Joseph's regularly participates in community needs assessment studies and surveys. As a result, St. Joseph's takes an active leadership role in a variety of community health initiatives to help improve access to health care services by the under - served. One study, which St. Joseph's utilizes, the Chemung County Health Department's Community Health Assessment report, lists the following diseases as the top five causes of death in Chemung County:

- * Cardiovascular disease
- * Cancer
- * Cerebrovascular disease
- * AIDS
- * Pneumonia

As a way to combat these health issues, and ultimately reduce the mortality rates of these diseases, the reports from the Chemung County Health Department Community Health Assessment and New York State Public Health Council emphasize the need for communities to promote wellness. The results show that residents become educated about how to improve their own health, and ultimately, the health of their communities.

Among some of the opportunities for action, which both reports highlight as continuing needs, which St. Joseph's has either addressed, or will address in its strategic plan over the next few years, include the following:

Community Issue

How St. Joseph's is currently addressing this issue

What St. Joseph's future role will be with this issue

Continuing community education related to primary prevention and early detection.

* Betts F. Komer Educational Seminars;

* 55PLUS Seminars;

* Free Health Screenings/Clinics;

* Media “Health Tips” informational programs.

Target educational and media programming to key community health issues.

Improving and sustaining access to high-quality continuous primary health care and treatment services.

Locations of primary care physician offices in three of the most highly populated areas of Chemung County (Southport/Downtown Elmira/Horseheads).

Continue to market these offices, with their services, to the community.

Community Issue

How St. Joseph's is currently addressing this issue

What St. Joseph's future role will be with this issue

Providing affordable access to prevention screening programs, for all residents, but in particular, the elderly population.

* Prostate Screening Clinic;

* Weekly Blood Pressure Screenings;

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- * Low-cost mammography;
- * Flu Shot Clinics;
- * Blood Glucose Screening Clinics;
- * Participation in the Chemung County Health Department's "Healthy Living Partnerships" Coalitions.

Proceed with current screenings, while at the same time, and select those locations where the needs of the targeted populations can be addressed.

Enhancing wellness programs in order to expedite healthy lifestyles through smoking cessation and the effects of second hand smoke, weight reduction, exercise and limited oral fat intake.

- * 55PLUS Seminars/Screenings;
- * Betts F. Komer Educational Seminars;
- * Media "Health Tips" informational programs;
- * Participation in the Chemung County Health Department's Southern Tier Tobacco Awareness Coalition.

Explore offering additional screenings/clinics/media informational programs and educational seminars related to these topics for both employees and the community.

Educating our youth at a young age in order to prevent the start of poor health habits.

Adopt-A-School program for students in grades K-6;

Children's Health Fair for third grade students in Adopt-A-School Program.

Review Adopt-A-School program and Children's Health Fair so they remain focused on health prevention habits.

VII. Charity Care Programs at St. Joseph's

In keeping with the philosophy, goals and mission of the founders of St. Joseph's Hospital, and, in particular, promote justice and service for the poor, St. Joseph's, a Catholic, non-profit facility, renders medical care to all persons, regardless of the person's financial situation (i.e. person's ability to pay).

Charity care is partially defined as the charges for care provided for which St. Joseph's does not pursue payment because of the patient's inability to pay. The Hospital, therefore, makes available a reasonable amount of uncompensated services and/or financial assistance to eligible patients.

The classification of an account as charity care can occur at any time in the collection process, from pre-admission to final collection agency review. Uncompensated charges resulting from Medicaid and state/local indigent care programs are also included as charity care because of the significant difference between hospital charges and reimbursement.

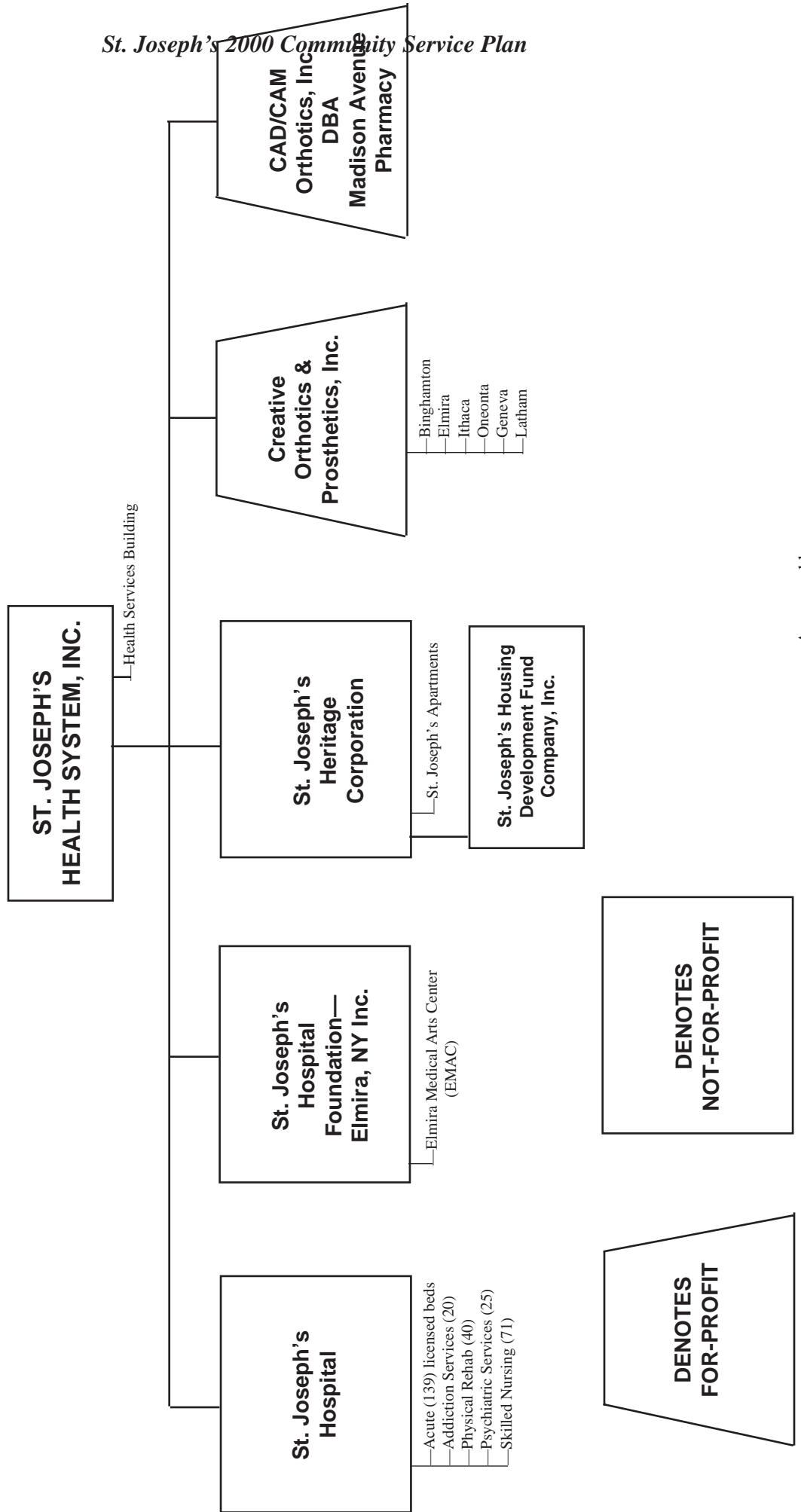
To support patients who may have difficulty paying their hospital bill, St. Joseph's makes available the programs listed below:

- * Johanna Moore Trust Fund-Income from the Joanna Moore Trust Fund is available to defray expenses of worthy patients who do not qualify for public assistance and who are unable to pay for the services rendered to them. These limited funds are available through the approval of the Hospital's Vice President of Finance.
- * St. Joseph's Hospital Charity Care Program-The hospital provides charity care allowances for patients who demonstrate that the cost of Hospital services will create a financial

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4/4/03 Oc-A8

6/5/02 Oc-A7



DENOTES NOT-FOR-PROFIT

DENOTES FOR-PROFIT

Approved by: _____

ST. JOSEPH'S HOSPITAL
2000 REVENUE PERCENTAGES

