



## ***From the President/CEO***

***Sister Marie Castagnaro, SSJ***

*“Our vision calls us to improve the health of our community members through the treatment of traumatic and acute illnesses by a dedicated and trained professional staff utilizing the latest in medical technology.”*

**Whenever the year 2001 is mentioned the date of September 11 will immediately come to mind. Like December 7, 1941, September 11, 2001 will be a day when our world changed both instantly and dramatically.**

**In the aftermath of that tragic day, the image of the healthcare industry grew in stature. Public appreciation for the dedication and hard work of firefighters, policemen and healthcare workers reached an all-time high. During that disaster not only did hospitals treat the injured, they also served as a community gathering place for displaced residents and concerned loved ones.**

**Like our hospitals in New York City, we at St. Joseph's see ourselves as playing a similar role in this community. Not only are we one of the leading employers in Chemung County, but we help enhance this area's quality of life through our contributions of time and resources. The publication of *St. Joseph's Community Service Plan and 2001 Annual Report* provides us the opportunity to communicate St. Joseph's long-standing investment in this community.**

**Despite our country's economic recession and the painful memories of September 11, there were some bright spots for St. Joseph's in 2001. During the year we relocated and officially dedicated our new place of worship, *St. Joseph's The Healer Chapel*, implemented a new emergency care service called *RapidCare*, and earned a three year accreditation from the Joint Commission on Accreditation of Healthcare Organizations.**

**One lesson from 2001 that all hospitals, not just St. Joseph's, need to be prepared for in 2002 and beyond is the threat of any and all bioterrorism activities. Whether biological, chemical, nuclear or mass casualty disasters, all hospitals need to be ready to meet the community's needs. However, the level of readiness by St. Joseph's and other healthcare providers to address any emergency is impaired by scheduled Medicare payment cutbacks, along with past and possible future Medicaid reimbursement cuts.**

**In 2002 St. Joseph's will not be alone in balancing the rising costs for new technologies, blood products, drugs and clinical staff, while at the same time providing the healthcare services this community wants and needs.**

***Community Service Plan  
Report for 2001***

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### **I. Mission Statement**

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. The St. Joseph's Hospital community, by maintaining a deep respect for the dignity of each person, strives to heal in mind, body and spirit, as Jesus did, all who come to us.

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 people from all faiths living in Chemung County and the surrounding counties of New York and Pennsylvania.

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

### **II. St. Joseph's Today and Into the Future**

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/Future I-86).

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.

Among some of St. Joseph's accomplishments in 2001 included the following:

- St. Joseph's Hospital and St. Joseph's Skilled Nursing Facility both achieved accreditation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The accreditation is effective through 2004, at which time the Hospital will be re – surveyed.
- *St. Joseph's The Healer Chapel*, located in the Hospital's front lobby, was officially dedicated in June. Due to the fundraising efforts of St. Joseph's Hospital Foundation's "Hand In Hand" Campaign, several donors designated their contributions for the relocation of the chapel from the Hospital's first floor to the front lobby area. The Sear-Brown Group was the architect for the \$350,000 project built by LeChase Construction Company of Rochester.

- St. Joseph's comprehensive Emergency Services Program, which includes care for trauma, cardiac, pediatrics, orthopedics, respiratory and other areas expanded to include the implementation of a program intended to accelerate the emergency care process for non – critical medical problems. Under St. Joseph's *RapidCare* program, patients will wait less than 60 minutes for the treatment of various non – critical medical illnesses ranging from sore throats to puncture wounds.
- St. Joseph's Southern Tier Addiction Rehabilitation Services (STARS) received a three – year re-certification, the maximum allowable by the New York State Office of Alcohol and Substance Abuse Services (OASAS). This action followed OASAS unannounced visit to the Hospital in late August.
- Provided Certified Nurses Training (CNA) classes in 2001 for those individuals interested in improving their skills for potential employment opportunities in the healthcare industry.

*St. Joseph's Hospital...  
By the Numbers in 2001*

- 295 Licensed Beds
- 1,072 Employees
- 280 Physicians on Medical Staff
- 146 Registered Nurses
- 5,477 Discharges
- 18,170 Emergency Department Visits
- 113,193 Outpatient Visits

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 the Centers for Medicare & Medicaid Services (CMS) for participation in the Medicaid and Medicare programs respectively.

The Hospital is a constituent member of the Carondelet Health System, which is the sole corporate member of St. Joseph's Health System. St. Joseph's Health system is the sole corporate member of other subsidiaries. (See Attachment #1 for St. Joseph's Organization Chart). St. Joseph's is also a member of the American Hospital Association (AHA), Catholic Health Association (CHA), New York State Catholic Healthcare Council, Healthcare Association of New York State (HANYS) and the Rochester Regional Healthcare Association (RRHA).

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                   |
| Lithotripsy Services             | Magnetic Resonance Imaging          |
| Mental Health Services           | Neurology                           |
| Neurodiagnostic Services         | Neurosurgery                        |

Nuclear Medicine  
 Oncology  
 Otolaryngology  
 Pathology  
 Pediatric Cardiology  
 Plastic and Reconstructive Surgery  
 Radiology  
 Rheumatology  
 Sleep Disorders Unit  
 Ultrasonography

Occupational Health Services  
 Ophthalmology  
 Orthopedic Surgery  
 Patient Evaluation/Social Work Services  
 Pediatrics  
 Physical Rehabilitation Medicine  
 Respiratory Care Services  
 Seven Operating Room Suite  
 Substance Abuse Rehab Unit  
 Urology  
 Vascular Surgery

**A Slate of Comprehensive Programs**

Acute Inpatient Care  
 55PLUS®  
 Acute Medical/Surgical/  
     Physical Rehabilitation  
         -Physical Therapy  
         -Occupational Therapy  
         -Speech & Swallowing Disorders  
         -Hand Management Center  
         -Return-to-Work Center  
         -Vestibular Rehabilitation  
 Allergy & Immunology  
 Behavioral Science Services  
 Blood Banking  
 Cardiac Diagnostic Service  
 Cardiac Invasive Surgery  
 Cardiovascular Laboratory  
 Chemotherapy  
 Chest Pain Center  
 Community Education  
 Emergency Department  
 Endocrinology  
 Endoscopic Services  
     -Endoscopy  
     - Gastroenterology  
     - Colonoscopy  
     - Sigmoidoscopy  
     -Targis Therapy (Enlarged Prostate Treatment)  
 Food & Nutritional Services  
 Gynecology Surgical Services  
 Health Education  
 Hematology  
 Infectious Disease  
 Intensive Care Unit/Cardiac Care Unit/Burn Unit  
 Medical Imaging  
     - Computerized Tomography (CT)

Occupational Health Services  
 Oncology  
 Ophthalmology  
 Osteopathic Medicine  
 Pain Management Center  
 Pastoral Care  
 Patient Education  
     -Diabetic Education  
     -Hip & Knee Pain Seminars  
     -Nutrition Counseling  
     -55PLUS®/Betts Komer Seminars  
 Pathology & Laboratory Services  
 Pediatrics  
 Pediatric Cardiology  
 Primary Care Physicians  
 Regional Burn Center  
 Respiratory Care Center  
 Rheumatology  
 Skilled Nursing Facility  
 Sleep Disorders Center  
 Social Work  
 Southern Tier Addiction Rehabilitation  
 Services (STARS)  
     - Alcohol & Drug Rehabilitation  
     - Substance Abuse Rehabilitation  
     - Adolescent Intensive Outpatient  
 Support Groups  
 Surgical Services  
     -Seven Operating Room Suites  
     -Ambulatory (Day) Surgery  
     -Dental & Maxillofacial Surgery  
     -Eye Surgery  
     -Gynecological Surgery  
     -Lithotripsy Services

- Digital Subtraction Angiography (DSA)
- Mammography
- Magnetic Resonance Imaging (MRI)
- Nuclear Medicine
- Open MRI
- Osteoporosis Education/Bone Densitometry
- Radiology
- Ultrasound
- Neurosurgery Services
- Orthopedic Surgery
- Plastic & Reconstructive Surgery
- Thoracic Surgery
- Vascular Surg.

Neurology

Urology  
Volunteers

### III. Community Needs Assessment

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).
- United Way of the Southern Tier Strategic Plan 2000 – 2002.
- City of Elmira Continuum of Care for the Homeless (FY 2000 Consolidated Plan).
- Bed Need in the Southern Tier Service Area 1996-2005-Finger Lakes Health Systems Agency (1996).
- Labor Market Profile from the New York State Department of Labor, Division of Research and Statistics.
- Focus Group Research of “Health Care Decision Makers” living in Chemung County who have had experience with St. Joseph's Hospital (1998).
- Proposed Chemung County Plan on Aging 2000 – 2003 prepared by Chemung County Office for the Aging in cooperation with the Office for Aging Advisory Committee.
- 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

#### St. Joseph's Vision Statement

St. Joseph's will improve the health of our community members through the treatment of traumatic and acute illnesses by a dedicated and trained professional staff utilizing the latest in medical technology.

Our success will be achieved by:

- Developing customer oriented, quality driven, financially sound programs and services;
- Empowering people toward spiritual, physical, and emotional wellness;
- Partnering in collaborative joint venture opportunities with a regional healthcare delivery system that shares similar values, and;
- Championing health education and disease prevention.

Furthermore, we will continue to provide long term nursing care by using an approach that provides preventative, therapeutic, and rehabilitative services.

- 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**

Information gathered from a survey of St. Joseph's inpatients conducted by Parkside Associates, Inc. in 2001 helped assess the needs of our patients both in the Hospital and in the community. The survey respondents indicated that the top five strengths were readiness for discharge, pain control, and timeliness of medication administration, comfort in talking with nursing staff and acceptable answers to questions asked.

The survey tools have now been incorporated into each "Welcome to St. Joseph's Booklet" which is distributed to every inpatient. By including this survey into each booklet, the Hospital looks to increased patient feedback.

- **Staff Involvement with the Community**

Through their involvement with various non – profit organizations, not only are employees helping address a community need, but many times they are able to gather information for future planning purposes. The employees' spirit of "giving" has been a longstanding tradition at St. Joseph's. In 2001 employees donated over 5,000 volunteer hours to the community. Some of the volunteer activities included packing boxes of Christmas gifts for the Arctic League, cleaning a section of Route 17 for the New York State Department of Transportation's Adopt-A-Highway program, and painting at Second Place East as part of the United Way of the Southern Tier's *Day of Caring*.

#### **IV. Public Participation in Process and Notice**

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, current and previous St. Joseph's *Community Service Plans* are located on the Hospital's web site ([www.stjosephs.org](http://www.stjosephs.org)).

Input from community leaders, physicians and Hospital employees assisted in the development of St. Joseph's 2002 – 2004 Strategic Plan. With that information the following goals were established for the Hospital:

- Operate the business in a way that increases financial profitability for St. Joseph's.
- Create an environment that fosters teamwork and business ownership, improves skills and focuses on the customer, while enabling people to realize their full potential, maximize their contribution and increase their personal satisfaction.
- Establish services that enable St. Joseph's to achieve its aim of improving the identified health care needs of the community.
- Innovate, acquire and support the systems and selected critical components that result in superior customer satisfaction and significant competitive advantage.

**V. Strategic Plan Role in Improving Access to Health Care Services by the Under – Served**

St. Joseph's participates in various community needs assessment studies and surveys. As a result, the Hospital takes an active leadership role in a variety of Hospital and community health initiatives to help improve access to health care services by the under – served. The following are examples of how St. Joseph's is fulfilling the vision outlined in its strategic plan:

• **55PLUS® Program**

55PLUS®, the first program of its kind in the Southern Tier, provides hospitalization and wellness services. 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
- Discounts with area merchants
- Assistance with insurance filing
- Interest-free payment plus

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

All St. Joseph's employees, but in particular, the Emergency Department staff, 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.

### *Children's Health Matters*

For the last several years a top priority for many Catholic health care systems across the country has been to assist the millions of uninsured children in this country. As a member of Carondelet Health System, St. Joseph's Hospital joined several other hospitals from across the country the last few years to ensure that those uninsured children eligible for Medicaid and other low-cost health insurance programs are able to access this comprehensive health coverage. Among St. Joseph's local outreach efforts in 2001 to address this issue included:

- *Distributing informational brochures at three local elementary schools, physician offices, a pharmacy and at a local community children's event.*
- *Because of the efforts of the Chemung County Department of Social Services Medicaid worker located at St. Joseph's 116 people were enrolled into New York State's Medicaid programs.*

### • *Adopt-A-School Program*

For the last 10 years, health professionals from St. Joseph's have visited Elmira area classrooms to give in-depth presentations on a variety of health topics for students between the grades of kindergarten through six. For the 2000 – 2001 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);
- ❖ Infection Control (Grade 1);
- ❖ Rehabilitation (Grade 2);
- ❖ Respiratory Care Services (Grade 3);
- ❖ Healthy Heart (Grade 4)
- ❖ Emergency Care Services (Grade 5);
- ❖ Feelings & Self-Esteem (Grade 6).

- Children's Health Fair-A total of 179 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. *(See Attachment #2 for a copy of the workbook distributed to all children attending the Children's Health Fair.)*

- Hospital School Tours-249 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 2001 were the following:

- ❖ Dewittsburg Head Start
- ❖ Economic Opportunity Program
- ❖ Edgewood Head Start
- ❖ Horseheads Presbyterian Head Start
- ❖ Horseheads Middle School
- ❖ St. Joseph's Dunn Apartments Building Head Start

- **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.

Over 300 employees have submitted opportunity statements resulting in the organization of over 60 CQI teams. Some examples of teams, with accomplishments include the following:

- Continued development of our diabetic education program;
- Stroke team;
- Health Insurance Portability and Accountability Act (HIPAA) team;
- Security assessment;
- Development of a deep vein thrombophlebitis tool;
- Introduction of Ambulatory Payment Categories (APC's) and Rehab Prospective Payment System (PPS);
- Continued development and implementation of clinical pathways;
- 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 those monies given by employees at their annual holiday dinner. These funds purchase gifts for those patients who must spend Christmas Day at our facility. Many employees contribute through payroll deduction to the United Way of the Southern Tier and by donating nonperishable food items 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.

As members of St. Joseph's Hospital Employee Gift Fund more than 100 St. Joseph's employees generously contribute to community causes through employee payroll deduction. Local non-profit organizations send their program requests to the hospital foundation and a committee of 20 employees' vote on the allocations.

The following organizations received funding in 2001:

- American Cancer Society
- American Heart Association
- American Red Cross
- Arctic League
- Chemung County ARC
- Chemung Valley Multiple Sclerosis Association
- Coaches Vs. Cancer Holiday Basketball Tournament
- Elmira Heights Cinderella Softball
- Elmira Police Benevolent Association
- Glove House
- Muscular Dystrophy Association
- New Jerusalem Church
- Notre Dame High School Athletic Association
- Project Graduation (Notre Dame High School, Elmira Free Academy, Southside High School, Horseheads High School and Thomas A. Edison High School)
- Southern Tier Crisis Pregnancy Center
- Southern Tier Food Bank
- Southern Tier Hospice
- Southside Community Center
- Tri-County Critical Stress Management Program
- YWCA Tribute to Women

Interested organizations may submit their requests in writing to Employee Gift Fund, St. Joseph's Hospital Foundation, 555 East Market Street, Elmira, NY 14901.

• **Free/Low Cost Health Screenings**

The following community health screenings were sponsored by St. Joseph's in 2001:

- Prostate Screening Clinic held at St. Joseph's - 90 men were examined.
- Weekly Blood Pressure Screenings in St. Joseph's front lobby and at Elmira Southside Tops Pharmacy - These clinics, sponsored by 55PLUS®, enabled nearly 700 individuals to receive free blood pressure screenings.
- Flu Shot Clinics –Delays in the delivery of the vaccine from the manufacturer allowed St. Joseph's to sponsor four clinics. A total of 429 individuals received their flu immunizations at these clinics.
- Oktober HealthFest – Approximately 125 individuals attended this half – day 55PLUS® sponsored event which featured the distribution of health – related information and several free screenings such as blood glucose levels for diabetes as well as pulmonary, bone densitometry for osteoporosis and blood pressure screenings.

- **Free Health Seminars**

Free health seminars were another vehicle in 2001 that provided valuable health care information along with educating the community about the latest advances in the health care industry. Those 2001 seminars were as follows:

- **Betts F. Komer Seminar Series-Over 200 community residents attended the following three free sessions, organized through St. Joseph's Hospital Foundation/55PLUS®:**
  - ❖ "A Cure for the High Cost of Medicines"
  - ❖ "Osteoporosis: Are You Heading For a Fall?"
  - ❖ "Laser Surgery: New Hope for Eye Diseases"
- **55PLUS®-The following seminars, sponsored by 55PLUS®, were attended by 171 people:**
  - ❖ "Do Your Hands Hurt? Let's Talk About Arthritis, Tendonitis and Carpal Tunnel Syndrome"
  - ❖ "Nutrition in a Bottle: Do I Need Vitamins to be Healthy?"
  - ❖ "Home Sweet Home: How to Stay IN your Home and OUT of a Nursing Home"
- **Hip and Knee Pain Seminars-Since these programs were first offered to the public in September of 1998, over 640 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 2001, a total of 20 in – house medical education sessions were held for physicians, nurses and support personnel at St. Joseph's. The total attendance for these sessions was 592 people.**
- **Cancer Case Conference-The Cancer Case Conference Subcommittee meets two times monthly in St. Joseph's Cusick Meeting Room. This conference allows physicians and other health care professionals to discuss patient care problems and develop a multidisciplinary plan for treatment. Each presentation includes a summary of the medical history, physical, radiographic and pathologic findings/interpretations, clinical course and recommendations. In 2001, 19 conferences were held with 75 cases being presented. A total of 344 people attended with the average attendance being 18.**
- **Living With Grief Teleconference – Co-sponsored with Southern Tier Hospice a live-via-satellite video teleconference entitled, "Caregiving and Loss: Family Needs, Professional Responses." The teleconference, which attracted 30 people, examined ways that professionals can better understand and respond to the needs of family caregivers.**

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

St. Joseph's continued its close relationship in 2001 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. 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.

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 731 applicants from Chemung 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 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 2001.

- **Outpatient Primary Care Offices**

For patients needing primary care services, St. Joseph's offered these services through its three primary care offices: Elmira Primary Care, Horseheads Primary Care and Southport Primary Care. During 2001, these offices treated 2,287 Medicaid patients.

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

The Twin Tiers 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 by 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:

- B.O.C.E.S.
- Chemung County Health Department

- Chemung County Nursing Facility
- Elcor Nursing Facility
- Elmira City School District

**Total 2001 Visits:**

Physical Therapy-	13,646
Occupational Therapy-	15,324
Speech and Hearing-	548

- **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 for adults along with an adolescent intensive outpatient program. Having all of these services available in one location ensures a smooth transition through all phases of this continuum.

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.
- ***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 meets four times per week from 4:00 – 6:00 p.m. Individual sessions and parent involvement are also scheduled.

- STARS/ARU Statistics for 2001:
  - ❖ Outpatient:
    - Consults to hospital/detoxification 653
    - STARS Outpatient Units of Service 5,734
    - Intensive Outpatient Units of Service 5,790
  - ❖ Inpatient Rehabilitation:
    - Patients treated 264
    - Patient days 4,668
  - ❖ Adolescent Intensive:
    - Adolescent Units of Service 1,901
    - Parents' Units of Service 568

In addition to treatment, STARS sponsors monthly seminars from September through May on topics related to alcoholism/chemical dependency. These are open to both 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 2001. These free presentations highlighted the various services and programs offered by St. Joseph's, such as :

- Wegmans( Elmira Store)-  
Pharmacy Department
  - ❖ 55PLUS®
  - ❖ Cardiac Rehabilitation
  - ❖ Living Wills/Health Care Proxies
  - ❖ Hip & Knee Pain
  - ❖ Sleep Center
  - ❖ Tetanus
  - ❖ Infection Control
  - ❖ Emergency Services
  - ❖ Diabetic Education
  - ❖ Self Referral Mammography/Bone Densitometry
  - ❖ Dangers of Smoking
  - ❖ Endoscopy
- Corning Community College Wellness  
Day
- 17<sup>th</sup> Annual Strong Kids/Safe Kids  
Downtown Elmira
- Arnot Mall Health and Agency Fair
- The Samaritan Center
- WETM-TV Healthy Lifestyles Expo
  - Elmira Psychiatric Center's Employee  
Health & Wellness Fair
    - 14 speakers discussed such topics as  
the importance of colorectal cancer  
screening, sleep apnea, diabetic education, swallowing  
disorders, osteoporosis, and proper posture for

the members of the Horseheads Kiwanis Club.

- **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 2001:

- ❖ Survivors of Stroke (SOS) – Help stroke patients and their families' cope with the dramatic life changes that occur with a stroke.
- ❖ Diabetic Club
- ❖ Insulin Pump Club (Pumpmasters)
- ❖ Amputee Support Group – For all amputees and their caregivers.
- ❖ Widow/Widower Support Group
- ❖ Depressive and Manic Depressive Support Group
- ❖ Alert, Well and Keeping Energetic (A.W.A.K.E.)- Patients diagnosed with obstructive sleep apnea

- **Volunteers**

Thanks to a dedicated group of volunteers, St. Joseph's is fortunate to have a group of individuals who assist the Hospital in a number of areas both in and outside St. Joseph's. In 2001 the Hospital's volunteers performed services in over 35 different departments, including the visitor's desk and gift shop. The number of donated hours in 2001 totaled 23,275. 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 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
- ❖ Samaritan Center
- ❖ 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 a participating medical facility 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.

### *VI. 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 those 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 hardship.

Eligibility for any of the above programs is based upon the patient's (or responsible person's) financial need in relation to his/her income, resource level and ability to meet normal living expenses, as determined from financial assistance application information (Any unusual circumstances are also taken into consideration.) St. Joseph's Finance Department reviews this information, along with the patient's eligibility for Medicaid and any other entitlement programs, to determine if either financial assistance will be awarded toward the patient's bill or all or part of the patient's bill will be considered as uncompensated care.

For patients receiving ongoing medical service, such patients are eligible for financial assistance from the Joanna Moore Trust Fund or St. Joseph's Charity Care Program for a defined period not to exceed 1 year. If a patient requires services that extend beyond one year, the patient's financial situation is reviewed every 12 months to determine if the patient is still eligible for charity care.

#### **VII. Statement of Financial Resources for the Fiscal Year 2001**

<b>Total Patient Service Charges</b>	<b>\$102,489,650</b>	
<b>Other Operating and Non-Operating Revenue</b>	<b>3,136,752</b>	
<b>Net Assets Released from Restrictions</b>	<b>68,370</b>	
<b>Total Gross Revenue</b>		<b>105,694,772</b>
 <b><u>Operating Expenses</u></b>		
<b>Nursing Service</b>	<b>17,204,143</b>	
<b>Other Professional Services</b>	<b>14,747,423</b>	
<b>General Services</b>	<b>8,078,827</b>	
<b>Fiscal and Administrative Services</b>	<b>11,737,268</b>	
<b>Education Services</b>	<b>54,052</b>	
<b>Provision for Depreciation</b>	<b>3,036,911</b>	
<b>Provision for Interest</b>	<b>2,032,004</b>	
<b>Total Operating Expenses</b>		<b>56,890,628</b>

**Community Service**

**Programs that pay below charges:Medicare**

**29,700,420**

**Medicaid**

**7,330,791**

**Other Contractual Discounts**

**8,709,071**

**Bad Debt Net of Recoveries**

**3,798,379**

**Charity Care**

**223,992**

**Other Micellaneous Patient Write-offs**

**23,652**

**Total Community Service Allowance**

**49,786,305**

**Total Community Service and Operating Expenses**

**106,676,933**

**Excess (Deficiency) of Revenue over Expenses**

**\$ (982,161)**

**VIII. Board of Directors/Officers**

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A. Scott Welliver, Vice-Chairman  
Sister Marie Castagnaro, President\*\*  
Sister Mary Louise Mitchell, Secretary  
Robert M. McNamara, Treasurer\*  
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Dr. James Freeman, M.D.\*\*  
Angelo A. Fusco  
John T. Gough  
Donald Hartman  
Sister Mary Louise Heffernan  
Dr. Robert H. Huddle, M.D.  
Sister Elizabeth Anne LeValley  
Dr. Albert Menner, M.D.\*\*  
Sister Janice Morgan\*\*  
Thomas O'Mara  
Dr. Kim J. Panosian, M.D.  
Donald G. Quick  
Richard L. Simons  
Jerald M. Stemerman  
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Atty. John J. Ryan, Vice Chairperson  
Joanne N. Quick, Secretary  
Clarence Croke, Treasurer  
David P. Sullivan, President  
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**Creative Orthotics & Prosthetics, Inc.**

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**Madison Avenue Pharmacy**

***(CAD/CAM Orthotics, Inc.)***

**Angela Grosvenor, Chair  
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**St. Joseph's Heritage and Housing Development**

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Atty. John F. O'Mara**

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Andrew W. Allen, Vice Chairman  
Robert M. McNamara, Treasurer\*  
Sister Marie Castagnaro, President**

\* Officer, but not Member of the Board of Directors  
\*\* Ex-Officio Voting Member

**IX. Appendix**

<b>St. Joseph's Hospital Organization Chart – Corporate Structure</b>	<b>Appendix 1</b>
<b>Children's Health Fair Workbook</b>	<b>Appendix 2</b>
<b>2001 Revenue Percentages</b>	<b>Appendix 3</b>