



PACS Radiology System

COMMUNITY SERVICE PLAN 2005 RIVERSIDE HEALTH CARE SYSTEM, INC.

- St. John's Riverside Hospital
- Community Hospital at Dobbs Ferry



Grand Opening of the New Mammography suite at CHDF

Riverside Health Care System, Inc

St. John's Riverside Hospital
Andrus Pavilion - ParkCare Pavilion

Malotz Skilled Nursing Pavilion

Community Hospital at Dobbs Ferry



Grand Opening of the New Endoscopy Suite at SJRH

Cochran School of Nursing

Valentine Lane Family Practice

Park Central Sports Medicine



Cochran School of Nursing



CHDF Fundraiser for Ambulance Corps



Stryker Navigation System



Riverside Health Care System, Inc.

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St. John's Riverside Hospital
967 North Broadway
Yonkers, NY 10701



Community Hospital at Dobbs Ferry
128 Ashford Avenue
Dobbs Ferry, NY 10522



INTRODUCTION

The 2005 Hospital Community Service Plan is submitted every year by St. John's Riverside Hospital and Community Hospital at Dobbs Ferry pursuant to New York State Public Law 2803-1.

Notice to the Community

The Community Service Plan for Riverside Health Care System, Inc. is available in the Administration offices at both St. John's Riverside Hospital and Community Hospital at Dobbs Ferry. The 2005 CSP will also be made available through the hospital website and to our employees on our intranet. Copies can also be obtained by contacting the Public Relations office. A public service announcement will be sent to the local media.

Riverside Health Care System Mission Statement

St. John's Riverside Hospital, the Community Hospital at Dobbs Ferry and the Michael N. Malotz Skilled Nursing Pavilion, members of Riverside Health Care System, Inc., share a vision for improving community health.

Riverside Health Care System, Inc. is dedicated to providing comprehensive medical and nursing care in a compassionate, professional, respectful and ethical manner to every patient.

By offering excellence in medical care, nursing, state-of-the-art technologies, continuing education and preventive services, our institutions are committed to improving the care we provide within each of our facilities and the quality of life in our community.

We are open to new ideas, directions and initiatives that most effectively respond to community health care needs.

We continue to strive towards a collaborative health care network, which is the provider of choice in the Southwest portion of Westchester County. Our network provides preventive, diagnostic, ambulatory, acute, rehabilitative, skilled nursing, and psychiatric care, and alcohol and substance abuse treatment & counseling. We have initiated linkages and various types of partnerships with other health care and social service agencies in the community.

INTRODUCTION

Our care is provided without regard to race, religion, citizenship, sexual orientation or financial status, conforming in all policies and practices with State and Federal regulations and the standards of the Joint Commission on Accreditation of Healthcare Organizations, (JCAHO).

Service Specific Philosophy Statements

Our St. John's ParkCare Pavilion primarily serves individuals in inner city Yonkers and is committed to meeting the needs of these patients.

Primary Care - We are committed to providing education, promoting health literacy, encouraging preventive health practices, to effectively impact upon the health conditions and status of the community. We work to broaden access to primary care and coordinate services. As a medical provider we offer extensive primary and specialty outpatient services to the medically underserved population of Southwest Yonkers.

Behavioral Health Services - The Behavioral Health Services Department of St. John's Riverside Hospital is a comprehensive and multi-faceted service delivery network. Programs are designed to provide a full continuum of care for those seeking chemical dependency treatment. Treatment is provided to all who seek it regardless of race/ethnicity, gender, age, religion, sexual orientation, co-existing disability and/or ability to pay.

Services are provided at all times in a manner consistent with high-quality, professional expertise and personalized care of patients and their families.

Our mission is to provide quality and accessible services to the patients we serve while also insuring their physical and emotional well-being. Through a multi-disciplinary treatment team approach, patients are assessed and placed in levels of care that most appropriately address their individual needs and offer the best opportunity for recovery and return to an optimal level of functioning.

INTRODUCTION

We strive to respond to the complex needs of those seeking our services. Treatment services include inpatient detoxification and rehabilitation, inpatient crisis services, outpatient treatment including day rehabilitation, methadone maintenance, adolescent and COA/COSA services, and jail based treatment services. We have also developed programs to serve specific special needs populations including the homeless, those affected by HIV/AIDS, the elderly and the dually diagnosed.

HIV/AIDS - The HOPE (Healthcare Opportunities Provided with

Excellence) Center is dedicated to providing comprehensive care in a compassionate, professional, respectful and ethical manner to every HIV-infected patient and his or her family in Southern Westchester County. We offer excellence in HIV-related medical care, mental health services, counseling and testing, dental care and case management with special concern for the underserved and low-income individual living with HIV. Working with our clients to continually improve our care, we are open to new ideas, directions and initiatives to effectively respond to the needs of individuals living with HIV in our communities. We are leaders in the fight for the lives of those who live with this virus. We commit ourselves to this quest until HIV is eradicated.

Services are provided at all times in a manner consistent with high-quality, professional expertise and personalized care of patients and their families.

HYI - As part of our commitment to community health, we participate in and have taken a leadership role in the Healthy Yonkers Initiative, a community wide partnership aimed at addressing community health concerns of the highest priority.

Community Hospital at Dobbs Ferry - The mission of Community Hospital at Dobbs Ferry is to provide accessible, effective, efficient and technologically advanced health care services, including inpatient acute care, emergency services, ambulatory surgery services, outpatient diagnosis and treatment, and health/wellness education and screening programs and support groups for the benefit of those it serves.

CORPORATE STRUCTURE

Tables of Organization are attached in Appendix

Riverside Health Care System, Inc is the governing organization of St. John's Riverside Hospital, Andrus and ParkCare Pavilions, Community Hospital at Dobbs Ferry, the Michael Malotz Skilled Nursing Pavilion, Valentine Lane Family Practice, Park Central Sports Medicine, and the Cochran School of Nursing.

St. John's Riverside Hospital is a 407-bed, voluntary 501 (c) (3) tax-exempt, not-for-profit health care facility offering a full range of acute care, medical and surgical services, intensive care and emergency services, the only maternity services, 21 specialty outpatient clinics including an HIV/AIDS Clinic and 10 major outpatient and inpatient substance abuse and alcoholism treatment programs in the City of Yonkers. St. John's Andrus Pavilion is located at 967 North Broadway in the Northwest quadrant of Yonkers and the ParkCare Pavilion is located at 2 Park Avenue in the Southwest quadrant of Yonkers.

Community Hospital at Dobbs Ferry is a 50-bed, 501 (c) (3) tax-exempt, not-for-profit health care facility offering a full range of acute care, medical and surgical services, intensive care and emergency services, free or at-cost wellness programs and health treatment screenings, specialized diagnostic and programs in Laparoscopic Surgery, the Ashikari Comprehensive Breast Center,

Surgical Weight Loss Center, Bloodless Surgery Program, Cardiac Rehabilitation and Stress Testing, as well as many other programs and services. The Hospital is located at 128 Ashford Avenue in Dobbs Ferry, New York.

The Dobbs Ferry Hospital Association, a membership corporation established in 1900 followed the founding in 1893 of the original Dobbs Ferry Hospital.

In the year 2002, the buildings, grounds and equipment of Community Hospital were sold to St. John's Riverside Hospital in an agreement approved by the U.S. Department of Housing and Urban Development, the New York State Department of Health, and the membership of the Dobbs Ferry Hospital Association.

Under the terms of this agreement, St. John's Riverside was approved in a Management Agreement to manage Community Hospital under the direction of the Dobbs Ferry Hospital Association Board of Trustees.

The Foundation for Community Hospital at Dobbs Ferry

The Foundation for the Community Hospital at Dobbs Ferry is a separately-incorporated 501 (c) (3) tax-exempt corporation formed solely for raising donated funds to help support the ongoing programs, fiscal stability and future growth of Community Hospital.

Riverside Health Care System



LOCATIONS

- 1 St. John's Riverside Hospital - Andrus Pavilion**
967 North Broadway, Yonkers, NY
 - 2 Community Hospital at Dobbs Ferry**
120 Ashford Ave., Dobbs Ferry, NY
 - 3 ParkCare Pavilion**
2 Park Ave., Yonkers, NY
 - 4 Michael N. Malotz Skilled Nursing Pavilion**
120 Odell Ave., Yonkers, NY
 - 5 Park Central Sports Medicine and Rehabilitation**
1915-25 Central Park Ave., Yonkers, NY
 - 6 Valentine Lane Family Practice**
503 South Broadway, Suite 210, Yonkers, NY
- OUTPATIENT TREATMENT SERVICES**
- 7 New Focus Center Methadone Maintenance Program**
70 Ashburton Ave., Yonkers, NY
 - 8 Archway**
20 East First St., Mount Vernon, NY
 - 9 Greenburgh ATS**
30 Manhattan Ave., White Plains, NY
 - 10 Westchester County Department of Corrections**
Valhalla, NY



2004 Accomplishments

The Administration of Riverside Health Care System, Inc. has made great progress toward the accomplishment of its stated 2004 goals.

1. *Develop Long Term Clinical Strategic Plan:* The RHCS 2010 committee met throughout the year and heard presentations from each of the clinical areas. Recommendations for implementation were presented to the Board of Trustees in February of 2005.

2. *Review current Tertiary Affiliate Relationship:* Given the continuing deterioration of the financial situation at Westchester Medical Center, evaluations of other suitable tertiary partners were made, should a change become necessary.

3. *Continue Emergency Department Improvement Effort by reducing the hours on diversion, inpatients waiting over 8 hours for admission and the number of patients leaving before a medical exam:* The result of various efforts showed significant improvement in both hours on diversion and length of stay over six hours while patients leaving before exam remained stable.

4. *Successfully Conclude NYSNA and 1199 Negotiations:* Taking the lead in negotiations and embracing the unions as partners resulted in the successful conclusion of a new contract which will carry into 2008.

5. *Produce Plan to finalize benefit equity between the employees of St. John's Andrus and ParkCare Pavilions:* A plan was submitted to the Personnel/Compensation Committee in early 2005.

6. *Relocation of the New Focus Center to ParkCare Pavilion:* Architectural plans were completed, contractor retained, demolition was completed and an application for the building

permit was filed with the City of Yonkers by October. Construction was begun in early 2005.

7. *Successfully Expand Resource Sharing Agreement with West Point:* After site visits by both the new financial intermediary for the TriCare System and the medical command at West Point, a new clinical support agreement was negotiated. St. John's will provide expanded medical services to West Point.

8. *Initiate Implementation of Bar Coding System for Medication Administration to Improve Patient Safety:* We signed a contract with FormFast Company to implement bar coding at St. John's. Installation and training occurred and the system became functional at the end of January 2005. The following functions are currently available: bar coding for patient identobands, used by current model glucometers for patient id recording and used to verify patient id for lab draws/phlebotomy. Positive id reduces risk of treating the wrong patient. The system also provides physician order sheets with a bar code to link the patient between Meditech and Pyxis. Future applications will be in radiology and medication dispensing and administration.

9. *Achieve an additional 5% reduction in Medicare LOS:* In 2004 we were able to reduce our Medicare length of stay by 4% as compared to 2003. The final quarter of 2004 showed an 8% reduction in the length of stay as compared to the final quarter of 2003.

10. *Upgrade all Radiology components at Community Hospital at Dobbs Ferry:* CT Scan moved from an off-site location to a suite within the hospital. New ultrasound and CT Scan equipment was purchased. A renovated Mammography Suite opened and was certified as a Soft-Mammography provider. A new cardiology diagnostic suite was planned and new equipment was purchased.

11. *Prepare for and complete a successful JCAHO survey:* Survey was completed in 2005.



Riverside Health Care System, Inc.

EXECUTIVE SUMMARY

2005 Goals

1. Generate a 1% Operating Bottom Line for RHCS.
2. Ensure that CHDF, MMSNP and RMSO comply with Approved Repayment Schedule.
3. Continue Emergency Department Improvement effort as demonstrated by an additional reduction of 10% in hours on diversion, inpatients waiting over 6 hours for admission, and in the number of patients leaving before medical exam.
4. Achieve an additional 5% Reduction in Medicare LOS.
5. Conduct a Land Use Assessment of RHCS to Determine Space Available for future needs.
6. Initiate Implementation of Clinical Strategic Plan.
7. Develop relationship with the John E. Andrus Memorial Home.
8. Complete transition to an Emergency Department Professional Corporation (PC).
9. Develop a Central Intake Unit for Behavioral Health Services which will Consolidate the Outreach and Admission Process for Detox, Rehab and the Crisis Center.
10. Initiate Capital Fundraising effort to provide necessary resources for our Leadership in Clinical Excellence Campaign.
11. Centralize Riverside Health Care System Transportation Services in one Facility.

Strategic Plan

In 2004, the Trustees and Administration of St. John's Riverside Hospital and Community Hospital at Dobbs Ferry began the development of a long-term clinical strategic plan, titled Riverside 2010. Various strategic issues facing the organization include:

- Increased financial pressure from continuing rate decreases by commercial payors and Medicaid and Medicare;
- Payments that have not kept up with the rising cost of the goods and services which we purchase. These costs relate to workforce shortages, new life-saving

technologies, emergency preparedness, pharmaceuticals, blood and medical liability insurance;

- Access to capital;
- Major growth of Riverside Health Care System, Inc, over the past 5 years;
- Dramatic growth of the Cochran School of Nursing.

At these clinical strategy meetings, physicians from every specialty were invited to present an overview of their specialty and talk about the future technology, staff

and other resource needs of their practice. These overviews helped to shape our future direction.

Based on research (HANYS and Census Data) and discussion with all board mem-

bers, physicians and administrative staff, the following key areas to be pursued for St. John's include:

- Cancer Care
- Cardiac Catheterization
- Upgrade to Radiology Technology
- Palliative Care
- Vascular Surgery
- Cochran School of Nursing
- Gastroenterology
- OR
- Weight Loss/ Bariatric Surgery
- Emergency Medicine
- Obstetrics

Out of the two initial meetings have grown monthly clinical strategy meetings. To date the committee has approved a new department of Palliative Care and the upgrade of the Radiology Department to the PACS Digital Imagery System. Both of these projects were implemented in 2004.

Riverside Health Care System, Inc. is in the process of Cancer Program Certification through the American College of Surgeons Commission on Cancer.

Our goals in this process include a continuing assessment of our market and service area, continued relationship building with the Medical Staff, redefinition of the clinical priorities for RHCS, and the investment in capital improvements while securing the financial well-being of the organizations.

- Cancer Care
- Cardiac Catheterization
- Upgrade to Radiology Technology
 - Palliative Care
 - Vascular Surgery
- Cochran School of Nursing
 - Gastroenterology
 - OR
- Weight Loss/ Bariatric Surgery
- Emergency Medicine
 - Obstetrics

Please see Strategic Plan summary in Appendix

EXECUTIVE SUMMARY

Needs Assessment

We identify community needs and involve the community in the process through:

- Relationship building with community-based and faith-based organizations
- Competitive market share data (HANYS Medstat Market Expert Data Software)
- Focus Groups - community and physicians
- HOPE Center's Consumer Advisory Group
- Neighborhood Circles - forums in locations around Yonkers
- Annual AIDS Institute Mandated Outpatient Primary Care and Case Management
- Surveys mailed to the community
- Informative sessions and discussions with employees
- Consumer inpatient satisfaction surveys

- Critical incidents
- On-going discussion with front line employees
- Counseling and Testing Client satisfaction surveys
- Reviewing and investigating any concerns identified by our customers
- Involvement in the chamber of commerce, rotaries and other business organizations in our community
- Healthy Yonkers Initiative through partnering organizations and work-groups
- Pastoral Care Committee
- Social service & civic organizations
- Community leaders input through meetings and surveys.
- Political leader briefings
- Media

Information is gathered from:

- Health Care Advisory Board
- 2000 Census Data
- SPARCS Information
- 2000 Department of Health Needs Assessment
- HANYS
- GNYHA

What We Do

St. John's Riverside Hospital, a 407-bed community hospital, has been providing quality health care for the communities of Yonkers and Southern Westchester since 1869. The St. John's staff of highly skilled physicians represent almost every medical and surgical specialty and utilize state-of-the-

art medical technology, including our new MRI, CT scan and Angiography Suite in our sophisticated Radiology Department.

Our expanded Women's Diagnostic Center which includes our Mammography Suite, Stereotactic ABBI and Mammotome (breast lump biopsy and removal) capabilities and our Women's Health Resource Library have been

centralized in our new Women's Health Center.

The only maternity department in Yonkers boasts the most modern and comfortable Labor, Delivery and Recovery suites available and a wide range of educational programs from early pregnancy and childbirth preparation to breast-feeding, hypnobirthing and childcare.

The ParkCareHealth Center, offers complete medical care from eye care to foot care for every member of the family.

A wide variety of inpatient and outpatient health care services in newly renovated surroundings are available at both the Andrus and the ParkCare Pavilions, including:

- Comprehensive Cardiology Services including Cardiac Rehabilitation
- 24-hour Emergency Department with Fast Track Services
- Wound Healing Center
- Minimally Invasive Surgery including Laser and Laparoscopy
- Military Health Program for Active Duty, Veterans and their spouses
- Convenient Ambulatory Surgery Services
- Holistic Care Services
- Occupational Medicine
- Park Central Sports Medicine and Rehabilitation Center
- HOPE CENTER
- Behavioral Health Services
- Physical Medicine, Respiratory Therapy and Laboratory Services
- Full Pediatric Services
- Asthma Management Center
- Community Outreach and Educational Programs
- Health Solution, a fee for service program
- Physician Referral Service

St. John's Riverside Hospital is accredited by the New York State Department of Health and The Joint Commission on Accreditation of Hospitals. St. John's is committed to the highest standards of health care.

Andrus Pavilion
967 North Broadway
Yonkers, NY 10701

ParkCare Pavilion
2 Park Avenue
Yonkers, NY 10703

www.riversidehealth.org

Community Defined

In order for St. John's Riverside Hospital to meet the needs of its community, it must identify its service area and understand the health risks and needs of the population.

The St. John's service area is ethnically diverse and encompasses neighborhoods with large numbers of Hispanic and African-American residents. Approximately 80% of Yonkers women reside in the St. John's primary and secondary service areas. The 2000 US census estimates the current female population in Yonkers to be slightly over 100,000. Females under 21 years of age constitute a large percentage of the female population (31%). Yonkers has the highest proportion of Hispanic residents in Westchester county. Spanish is the dominant language although many were raised in the United States and speak English. Half of the women in Yonkers are Hispanic, followed by black women at 30% and white women at 19%. It should also be noted that over 40% of the population is over 45 years of age.

- Southwest Yonkers (zip codes 10701, 10703, 10704 and 10705) has been federally defined as a Medically Underserved Area.
- One in every five families lives in poverty, with over one third of these families headed by females.
- Southwest Yonkers leads Westchester County in unemployment, high school dropouts, overcrowded housing, families in poverty, and children in poverty.
- Mean and Median incomes are the lowest in the county.

- Yonkers is a federally designated High Intensity Drug Trafficking Area.
- The rate of poverty, teen pregnancy, lack of pre-natal care, vaccine preventable disease, tuberculosis and HIV/AIDS in southwest Yonkers are among the highest in the region; with large numbers of recent immigrants, Hispanics with limited fluency in English and high school dropouts.
- As of December 31, 2002, 1,243 cases of AIDS have been diagnosed in Yonkers (excludes pediatric and includes inmate cases). The cumulative incidence of reported AIDS cases in Yonkers is more than 2 1/2 times that for all other areas of Westchester County combined.

The needs of this community are being addressed despite the following:

- Revenue is dropping and expenses are increasing.
- Operating margins remain narrow.
- Capital spending on infrastructure and technology is increasing.
- Demographic induced increases in admissions and flat length of stay will drive hospital days up moderately and volume in cardiac related cases is expected to increase.

St. John's remains committed to addressing the special health needs of women, the elderly and the health disparities identified in the African-American and Hispanic populations.

First In
Westchester

First in
Quality
Health Care

2004 - 2005 Accomplishments

At St. John's we've made major investments in advanced medical technology. Our new state-of-the-art Endoscopy Suite, which officially opened in August 2004, features the very latest in digital endoscopy equipment in a spacious



and welcoming setting that emphasizes patient privacy and comfort. Our new larger facility accommodates more patients thereby reducing the waiting time for an appointment from six to two weeks.

We've also upgraded and streamlined our Radiology Department with the addition of the Picture

Archive and Communications System (PACS). PACS delivers digital x-ray images that can be accessed quickly by physicians via computers and archived on compact disc for future reference.

In what is another "first" for St. John's, we've acquired the breakthrough technology of the Stryker Navigation System, the most advanced surgical

navigation system available today. This new system allows neurosurgeons to perform delicate brain and spinal surgery with far greater accuracy. We're pleased to be the first hospital in the New York City area to have this 'next generation' Stryker Navigation system.

Due to increasing fiscal pressures, Pinnacle Healthcare Inc., a network of Westchester community hospitals that includes St. John's, has worked with us to successfully renegotiate new contracts that provide fair and equitable reimbursements by health insurance providers.

Enrollment at our Cochran School of Nursing continues to grow as more and more women *and men* are turning to nursing as a profession. The 2004 graduating class of 62 students was one of the largest ever and the incoming senior class numbered 125 students. We have studied new ways to meet the soaring enrollment at Cochran, including the recent opening of our new Manhattan location at the National Institute of Technology on 38th Street and the Avenue of the Americas.

Meeting Needs

The communities served by St. John's Riverside Hospital rely on us to:

- provide high quality health care
- care for the aged;
- ensure safety when an emergency or disaster strikes;
- help to bring life into the world;
- provide comfort at the end of life;
- help people stay well through prevention education, wellness promotion and screenings.

Serving the Community

1. We have grown the Institute for Health Education & Research at St. John's, formalizing corporate, municipal and health provider education efforts.

2. Formed by the former Mayor of Yonkers and SJRH, Healthy Yonkers Initiative (HYI) is a public and private partnership that brings together more than 70 local organizations and community representatives who address the full spectrum of residents' health care needs. Active working groups include: early childhood, alcohol and substance abuse, a health coalition addressing health disparities for the minority population in Yonkers, and the elderly. In 2004, HYI celebrated its sixth annual Yonkers Family Day with over 5,000 community residents participating. "The Medical Home Project" through HYI ensures that expectant families and those with newborn infants are firmly linked to qualified doctors and comprehensive health services. The project educates families about how the health care system can be effectively utilized and it raises awareness among those families about the range of resources available to them.

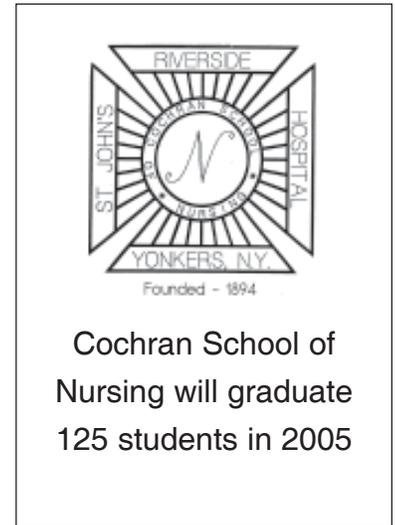
Growth

Recognizing that the financial health and well-being of SJRH continues to be of paramount importance to the community, and the Administration and Board of Trustees have worked hard to engineer growth while keeping costs down. Since 2000, St. John's has merged with Yonkers

General Hospital to create St. John's ParkCare Pavilion, opened the Michael N. Malotz Skilled Nursing Pavilion, purchased the land and building of Community Hospital at Dobbs Ferry in a HUD auction, instituted a management contract with that facility, taken over the Valentine Lane Family Practice in South Yonkers and made a concentrated effort to increase the enrollment of the Cochran School of Nursing, while raising the educational standards of the school.

Aside from these activities, our facilities have been undergoing an almost constant state of renovation to make room for new technology and services that better meet the needs of our diverse publics.

St. John's Andrus Pavilion opened a brand new *Endoscopy Suite* in 2004. The awareness that colon cancer is a preventable disease and that screening colonoscopy is the best way to detect the cancer early was the impetus for the hospital to pursue and open the Suite. It has the further benefit of freeing up space in the Operating Room which will allow the hospital to renovate that space. Patients' waiting time for a test has decreased from approximately 5 weeks to just under 2 weeks.



Meeting Needs

- Based on increasing numbers and maintaining a commitment to women to help them achieve a healthy pregnancy and healthy babies, St. John's ParkCare Pavilion planned a major renovation of space for a new pre-natal clinic. Completion is expected

community, provides skilled nursing care in its 120-bed facility. Both short term rehab and long term placement for residents in need of extended skilled care is available. Eight of the facility beds are dedicated to ventilator dependent residents. We also care for clinically complex residents such as residents with tracheotomies and those needing IV Therapy. A wide variety of social and recreational programs provide stimulation for the residents and family participation is encouraged.

- *The Mobile Health Service Unit*, a medical facility on wheels, continues to provide a wide range of services including physical exams, screenings and immunizations to multiple sites and health fairs throughout Yonkers.

- In its seventh year, the *Riverside Health Advantage* program for people 55 and up has grown to more than 3000 members. In addition to special health programs, community discounts, and an AARP Defensive Driving Course, Riverside Health Advantage operates a Yonkers Senior Net Computer Learning Center designed for adults 50 and over. Introduction to computers, Microsoft Word and the Internet are some of the courses offered.

- *The Military Healthcare Program*, established in 1998, currently has 2,937 enrolled members. In 2004, we continued and expanded our role as medical health providers to Military Personnel and their families at West Point. We now provide gastroenterology, urology and cardiology services.



in 2005. The New Focus Center will also move into a new home at the ParkCare Pavilion in 2005. New Focus is a department of the hospital's Behavioral Health Services.

- Technology at St. John's has been one key of our Strategic Plan. In 2004, the "latest generation" Stryker Navigation System for back

and cranial surgery was purchased and the PACS digital radiology system was implemented across the entire organization.

This growth, our ability to control expenses and the opportunity to partner and collaborate with community organizations has helped create long-term financial stability and job security while providing enhanced and expanded health care services to the local community.

- *The Michael N. Malotz Skilled Nursing Pavilion*, continuing the tradition of providing comprehensive care for the

Meeting Needs

- In 2004, *Supper for Seniors* served 504 people. This program provides an inexpensive, nutritious meal for seniors who may not otherwise have one due to infirmity, cost or ability. The cost to St. John's was \$7,230.

- The *Community Outreach Department*, whose primary service area is southwest Yonkers attended 48 community events and 206 community meetings in 2004.

Our Community Outreach department:

- Held 36 educational sessions on nutrition/exercise for 380 people
- Held 32 other educational programs on smoking cessation, pregnancy, heart health, diabetes, stress and joint pain for another 283 residents.
- Screened 450 people for blood pressure or peak flow.
- Initiated a new lecture series at the Will Library in East Yonkers
- Visited 46 school sites and administered 767 Hepatitis B shots
- In 2004, the hospital, through the community outreach department, partnered with the Yonkers Public Schools to develop a pilot program for second graders on childhood obesity. Drawing on our successful School Based Asthma Partnership, nutrition and exercise

education was given to the students in two 10-week sessions. St. John's utilized our own Cochran School of Nursing students and Gorton High School's medical magnet students. A presentation will be made in 2005 to the Athletic Director of the School District to have the curriculum picked up district wide.

- The Healthline Transportation System is free and wheelchair accessible.

Currently, 441 passengers use the service each month and are transported to either St. John's Andrus or ParkCare Pavilions or their physician's offices and home again. In 2004, the service logged 20,775 miles and cost St. John's \$85,000 to operate (upkeep, driver, scheduler, van, insurance).

- St. John's is the only hospital providing Maternity Services in Yonkers, and we are one of only 4 sites providing prenatal care in southern Westchester. In 2004, there were 1,917 births. One half were service cases and 533 received care in our prenatal clinic.

- In 2004, our Emergency Department logged 33,765 visits down from 34,753 visits in 2003.



Meeting Needs

In 2004, Riverside Health Care Funding Initiatives included:

1. St. John's pursued and received a grant from the Maternity & Early Childhood Foundation for the Healthy Pregnancy, Healthy Babies Project. The goal is to increase access to prenatal care and promote healthier life-styles by increasing knowledge

and skills of self-care, maternal health and child care for residents of Southwest Yonkers. The award for 2004 was \$46,579.

2. St. John's received the NYSDOH Regional Asthma Grant. The amount received in 2004 was \$222,966. This grant supports our 7-year old **School Based Asthma Partnership**. As of 2004, the program has expanded to more than 90% of the school districts in Westchester and

Putnam Counties.

In 2001, The Joint Commission on Accreditation of Healthcare Organizations named St. John's Riverside Hospital winner of the fifth annual Ernest A. Codman Award. In November of 2002, the program was adopted as a model in a pilot program for school districts across New York State. In 2003, Jeff Byrne, architect and creator of the School Based Asthma Partnership, was given the Distinguished Public Health Service Award by the Hospital Association of NYS.

St. John's and its staff are the recipients of these awards for their initiative to keep the city's asthmatic children in school instead of being sent home or to the emergency room. Yonkers public schools have 80% more

asthmatic children than the national average.

3. Avon Foundation - The \$57,000 grant supported the Women's Diagnostic Health Center Breast Cancer Navigator program.

4. St. John's received an additional \$223,180 from the NYS Bioterrorism Hospital Planning Program for its bioterrorism hospital preparedness program.

5. St. John's received an award of \$10,000 from the March of Dimes Community Grant Program to coordinate the development of a Westchester County based Perinatal Network.

6. St. John's received \$15,000 from the Westchester County Department of Health Public Health Emergency Preparedness Assessment and Infrastructure Development to support hospital readiness, planning, assessment and enhancement.

7. The Yonkers Community Health Coalition, led by St. John's and the Yonkers Community Planning Council received \$80,000 from the NYS Office of Minority Health to continue its program of addressing health disparities in the Yonkers community.

Primary Care

ParkCare Health Center- Primary Care Expansion: The ParkCare Health Center was designed to increase service delivery capacity and accommodate managed care objectives. The center continues to increase its size and scope of services to the community and is continuing to see an increase in the volume of patients which makes it necessary for the hospital to create new quarters for pre-natal services.



Meeting Needs

Senior Meals

• Our *Wellness Center* is used by The City of Yonkers Office for the Aging for its largest meals program - the only senior meals program available in Yonkers during weekends and holidays - and for special programming including inter-generational programs.

The HOPE Center (HIV Services)

We continue to receive funding from several sources to support our comprehensive array of HIV-related services.

Grant funding includes \$280,000 in Ryan White Title I funding from the Westchester County Department of Health and the NY State Department of Health to support intensive medical case management, targeted case finding activities and treatment adherence counseling services. We continue to receive Ryan White Title II funds from the NY State Department of Health to help support our outpatient primary care services for individuals living with HIV/AIDS. We also receive \$450,000 in Ryan White Title III funds from the US Department of Health and Human Services to support our Early Intervention Services.

We offer a comprehensive array of services for individuals living with HIV and their families. This includes comprehensive primary care (provided by HIV Specialists), case management, HIV-specific dental services, mental health services, adherence counseling and transportation. Using our Ryan White Title III funds we plan to open the area's only HIV-specific Pain Management Unit.

SJRH also received a grant of \$2.4 million (over five years) to provide enhanced substance abuse treatment services to

individuals of color who are at-risk of HIV infection or who are HIV-infected. The grant is from the US Department of Health and Human Services' Substance Abuse Mental Health Services Administration. This grant-funded service is a cooperative venture between The HOPE Center and St. John's Behavioral Health Services. Services are co-located at New Focus Center and the Methadone Maintenance Treatment Center.

Behavioral Health Services

In 2004, the following grants were received by Behavioral Health Services:

1. A Relapse Prevention Program grant for \$25,000 was received from the NYS Parole.
2. TANF Alternatives to Incarceration Grant (Community Link) from the NYS Division of Probation & Correctional Alternatives (DPCA) for \$100,000.
3. Archway Alcohol & Substance Abuse Outreach Program/Supportive Housing Program-Mount Vernon (SHP) for \$39,851 from HUD.
4. St. John's Archway Outpatient Treatment Juvenile Accountability Program-Mount Vernon (JAIBG) for \$13,600 from HUD.
5. Willard Case Management & Treatment Services for \$15,000 from OASAS.
6. Alternatives to Incarceration (DTATI) from the Westchester County-Department of Probation for \$88,070
7. High Impact Incarceration Program (HIIP) from the Westchester County-Department of Probation for \$120,000



What We Do

Community Hospital at Dobbs Ferry is a 50-bed, non-profit, community hospital, which has been serving the health care needs of Dobbs Ferry and surrounding communities for over 100 years. Excellence in medical care has been our goal since Community Hospital opened its doors in 1893.

Community Hospital at
Dobbs Ferry
128 Ashford Avenue
Dobbs Ferry, NY 10522
(914) 693-0700
www.riversidehealth.org

Community Hospital's staff of over 250 highly skilled physicians has the most up-to-date medical technology at their disposal. This technology combined with our professional staff and standards helps us achieve our goal of skilled and compassionate care for all.

A wide variety of inpatient and outpatient health care services are available at Community Hospital, including:

- Ambulatory Surgery
- Ashikari Comprehensive Breast Center
- Cardiac Rehabilitation - inpatient
- Cardiac Stress Testing - inpatient and outpatient
- Diabetic Support Group (meets monthly)
- EKG & EEG Programs - inpatient and outpatient
- Emergency Department – 24-hour service

- Homecare Services with Benedictine Sisters, Visiting Nurse Service and other agencies
 - Laboratory and Radiology Services - 24 hours
 - “Certified Soft” Mammography - inpatient and outpatient
 - Medical-Surgical & Intensive Care Units - inpatient
 - Military Health Services
 - Nutrition Counseling - inpatient and outpatient
 - Pain Management
 - Physical Therapy - inpatient
 - Respite Care
 - Sleep Center
 - Surgical Weight Loss Center - Surgical Weight Loss Program
 - Ultrasound and Nuclear Medicine Services
- Community Hospital at Dobbs Ferry is accredited by the New York State Department of Health and Joint Commission on Accreditation of Healthcare Organizations. Community Hospital is committed to the highest standards of health care.

Community Defined

Community Hospital has had over a century of direct contact with people throughout its service area.

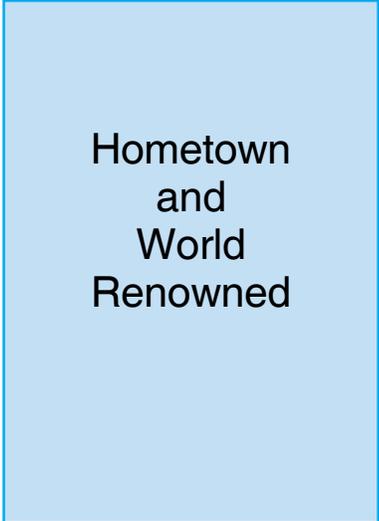
Please see Apendix: Primary Service Area Demographics and Primary Service Area by Zip Code.

Members of the Hospital Association represent all our communities and they elect a Board of Trustees of the Association to develop policies for the Hospital under its guidance.

The Hospital maintains contact and interaction with other healthcare facilities throughout its service area, such as St. Cabrini Nursing Home, St. Cabrini Long-Term Health Care Program, St. Cabrini Immigrant Health Services, Echo Hills Mental Health Services, The Woodlands at Ardsley, Visiting Nurse Services and other home care agencies.

Its primary service area is comprised of the Villages of Dobbs Ferry, Hastings-on-Hudson, Ardsley, Ardsley-on-Hudson, Irvington, Tarrytown, Elmsford, Hartsdale, unincorporated areas of Greenburgh and adjacent areas of Yonkers, White Plains and Scarsdale. In addition, an ongoing series of programs and medical specialties attracts patients from throughout the United States and other countries.

The total population of this service area is 168,589. This area is defined by a population that is largely white and affluent.



2004 - 2005 Accomplishments

At Community Hospital at Dobbs Ferry we have undertaken a journey toward a brighter future for this hospital and the communities it serves. The first part of this journey was to stabilize our finances. In order to accomplish this goal, we had to



transform this hospital into a health care facility with all the latest medical technology and services, in a comfortable setting, that

feels more like a hotel than a hospital. At the close of 2004, much of this work had been completed.

In 2004, we opened our new state-of-the-art mammography suite while becoming the only certified provider of the Soft-Mammography in Westchester County. A second ultrasound machine was installed and the CT Scan facility, which has been offsite for a number of years, is now in new quarters just off the main lobby and is awaiting the arrival of the most advanced

16-slice CT Scan technology available.

We've also added a new computer system that will automate all billings, medical records and clinical tests.

Recognizing the prevalence of sleep apnea in the general population, we opened a new sleep diagnostic lab, where patients can be tested in their own community.

Many physical changes were made as well. The lobby has been completely renovated with new furniture, signage and a welcoming reception desk. The Emergency Department has also been renovated. We have also focused on enhancing customer service by training all employees of the hospital in customer service.

While we've accomplished a great deal so far, we have not lost sight of what's made this hospital great – the hometown touch and personal care that means you will be treated as an individual, not a number.

The changes we've made are continuing to have an impact. In the past 2 years, we have seen our patient volume increase significantly, while volume in our Emergency Department has jumped 20 percent in both 2003 and 2004. To fund further improvements, we are planning a multi-million dollar capital campaign in the near future.

Meeting Needs

The Community Hospital at Dobbs Ferry (CHDF) is vital to the residents of the communities it serves and has, after an intensive 2-year effort, made a dramatic financial turnaround.

The importance of maintaining the viability of this organization is underscored by the fact that had CHDF closed, the residents of the Rivertowns would have been adversely affected, and St. John's Riverside Hospital would have experienced a dramatic increase in the use of its ER.

Growth

Recognizing that the financial health and well-being of CHDF continues to be of paramount importance to the community, the Administration and Board of Trustees have worked hard to engineer growth while keeping costs down.

The current phase includes transforming CHDF into a health care facility with all the latest medical technology in a comfortable setting. Much of that work has either been completed or is nearing completion. Investing in technology is consistent with our goal of providing excellence in service.

Since 2002, our facility has been undergoing an almost constant state of renovation to make room for new technology and services that better meet the needs of our various publics.

The emergency room physicians are, in many instances, double and even triple board certified.

We have made a commitment to local residents to provide the finest care available in an emergency setting and we try to have every patient seen by a doctor within 30 minutes.

Community Hospital now offers an effective solution for morbid obesity.

Understanding that approximately 50 percent of the population is overweight and more than 10 million Americans are morbidly obese, that is, they weigh 100 pounds over their ideal weight, Dr. Dominick P. Artuso established the Surgical Weight Loss Center at The Community Hospital in Dobbs Ferry.

In the majority of cases patients are offered minimally invasive laparoscopic surgery improving or curing diabetes, high blood pressure and arthritis; acid reflux can disappear; and painful joints and back pain can significantly improve.

Dr. Artuso performs both gastric bypass and gastric band surgeries — the two most commonly performed weight loss surgeries in the U.S. Both these methods can be accomplished laparoscopically. Patients are provided with ongoing nutritional support after surgery.



Meeting Needs

Renovations and New High-Tech Equipment

The hospital recently opened its new Mammography Suite to provide expanded screening and diagnostic services for the community. Area resident Meredith Vieira, moderator of the popular television

program "The View," led a ribbon-cutting ceremony to officially open the new facility on April 5, 2004.



The Mammography Suite is located on the first floor and features a reception and waiting area, two dressing rooms, a mammography room, ultrasound room and radiologists' office. Types of procedures have been

expanded and will now include diagnostic and preventive mammography screening, ultrasound-guided needle and vacuum-assisted breast biopsy, and other ultrasound exams for OB/GYN purposes.

The primary benefit of the new facility is its ability to provide patients with one-day turnaround on test results, which is crucially important for preventive mammography screening. The Mammography Suite is now the only certified Soft-mammography site in Westchester County. Soft Mammography

utilizes a foam pad that has been clinically proven to reduce discomfort up to 50%. Now that the mammography equipment has been relocated to its own quarters and new, state-of-the-art vacuum-assisted breast biopsy equipment has been added, the volume of procedures that can be handled is expected to double.

The new Mammography Suite will complement the hospital's medical and surgical staff, including Board Certified surgeon Martin Wertkin, M.D., as well as the Ashikari Comprehensive Breast Center, adding more convenience and faster diagnoses for patients. Roy H. Ashikari, M.D., Andrew Y. Ashikari, M.D., and Pond R. Kelemen, M.D., lead the only board-certified surgical oncology group in Westchester, the Ashikari Comprehensive Breast Center, which is located at the hospital. This team of physicians is fellowship-trained and attracts breast cancer patients worldwide.

In addition to the new Mammography Suite, the hospital has moved the CT scan (computed tomography) from an offsite location to its own suite inside the hospital and added another state-of-the-art ultrasound machine.

Customer Service Matters

We have also focused on enhancing customer service and we realize that achieving high levels of patient satisfaction is critical to our mission.

Meeting Needs

Health Prevention and Education

CHDF recognizes the importance of prevention, health education and wellness promotion as a means to improve the welfare of our community. We have continued to offer programs and screenings to our community through our Wellness Wednesdays. These include hypertension screenings, healthcare proxy information and education on a wide variety of health topics.

Military Services at CHDF

CHDF has opened a branch of the St. John's Military Health Care Program to assist United States active duty personnel and veterans in obtaining health care services. CHDF is a Department of Defense approved medical facility and a Tricare Provider.

Sleep Services

CHDF formed a new partnership with Sleep Services of America (SSA) to provide diagnostic services at its Sleep Diagnostic Center. Our goal is to provide diagnostic care for people suffering from sleep disorders. Sleep disorders are a much larger problem than previously thought, and one that often goes undiagnosed.

Since the center was established, demand has been great with an estimated 40 patients a month. More than 80 percent have been diagnosed with sleep apnea, a disorder that can be successfully treated. Symptoms include snoring, depression, irritability and falling asleep at work or school. Overweight and obese individuals are more prone to sleep apnea.

Fund-raiser Organized By CHDF Raises \$32,000 for Ambulance Corps

Recognizing how vitally important our volunteer ambulance corps are to the health and well-being of our local community, CHDF recently joined forces with the Ardsley Country Club to raise funds for the volunteer ambulance corps in Ardsley, Dobbs Ferry, Irvington and Hastings-on-Hudson. The event raised a total of \$32,000, or \$8,000 for each of the four ambulance corps. The Hospital remains the southern site of the Town of Greenburgh Paramedic Fly-Car Service, assisting Volunteer Ambulance Corps in their pre-hospital emergency services.



Our commitment to improving relationships between the hospital and our consumers has resulted in growth in volume throughout our institution. This growth has helped create long-term financial stability and job security while providing enhanced and expanded health care services to the local community.

The leadership of CHDF has made every effort to assess the needs of its community. Our goal is to continue to partner and form alliances with physicians, other providers and community based health related organizations, while finding even better ways to improve overall community health.

FINANCIAL STATISTICS

St. John's Riverside Hospital

*The federal government designates St. John's Riverside Hospital as a Major Disproportionate Share Provider and New York State classifies the ParkCare Pavilion as a Financially Distressed facility.

In 2004, SJRH recorded a net loss of \$1,569,842 and in 2003 recorded a net gain of \$1,988,746.

Our budget for 2005 projects an operating gain of \$221,398.

We continue to aggressively practice cost containment, lower expenses, and plan financially for the future.

SJRH's patient totals for the past 3 years are:

| | <u>2002</u> | <u>2003</u> | <u>2004</u> |
|-------------------------------|-------------|-------------|-------------|
| Patient days | 106,768 | 107,794 | 104,791 |
| Patient discharges | 17,266 | 17,446 | 17,749 |
| ER Visits | 33,403 | 34,753 | 33,765 |
| Private Ambulatory Services | 50,717 | 51,448 | 63,620 |
| Ambulatory Surgery | 8,268 | 7,763 | 7,709 |
| Clinic Visits | 29,721 | 32,490 | 46,293 |
| Methadone Clinic Visits | 76,287 | 70,494 | 75,098 |
| Substance Abuse Clinic Visits | 84,103 | 78,582 | 75,362 |
| Park Central Rehabilitation | -- -- -- | 5,114 | 4,804 |

Provision of Charity Care

Patients are treated without regard of their ability to pay. In addition, losses from clinical and other programs which are offered to the community at rates less than cost.

| | | |
|--------------|--------------------|--------------------|
| Charity Care | 2002 = \$1,475,569 | 2003 = \$1,557,643 |
| | 2004 = \$1,480,588 | |

Bad Debt Policy

Uncollectible revenue resulting from the extension of credit. Many of our most needed programs are expensive to maintain.

St. John's still contributes to the state's Bad Debt and Charity Pool and monthly assessment.

| | | |
|----------|--------------------|--------------------|
| Bad Debt | 2002 = \$9,225,053 | 2003 = \$8,776,891 |
| | 2004 = \$9,702,085 | |

| | | |
|----------------------------------|---------------------|---------------------|
| Total Bad Debt and Charity Care: | 2002 = \$10,700,622 | 2003 = \$10,334,534 |
| | 2004 = \$11,182,673 | |

FINANCIAL STATISTICS

Community Hospital at Dobbs Ferry

In 2004, CHDF recorded a loss of \$1,508,512 and in 2003 recorded a net gain of \$122,506.

Our budget for 2005 projects an operating gain of \$

We continue to aggressively practice cost containment, lower expenses, and plan financially for the future.

CHDF's patient totals for the past 3 years are:

| | <u>2002</u> | <u>2003</u> | <u>2004</u> |
|--|-------------|-------------|-------------|
| Patient days | 7,019 | 8,101 | 7,946 |
| Patient discharges | 1,430 | 1,654 | 1,696 |
| ER Visits | 8,696 | 8,590 | 8,881 |
| Private Ambulatory Services | 5,176 | 5,789 | 6,084 |
| Ambulatory Surgery | 2,318 | 2,439 | 2,713 |
| Free health screening & education visits | 2,587 | 1,940 | 1,852 |
| Free screening & education visits since program inception | 44,902 | 46,842 | 48,694 |

Community Hospital continues to contribute regularly to New York State's Bad Debt and Charity Care Pool and monthly assessment.

Provision of Charity Care

Patients are treated without regard of their ability to pay. In addition, losses from clinical and other programs which are offered to the community at rates less than cost.

| | | |
|--------------|------------------|-----------------|
| Charity Care | 2002 = \$137,641 | 2003 = \$78,594 |
| | 2004 = \$120,491 | |

Bad Debt Policy

Uncollectible revenue resulting from the extension of credit. Many of our most needed programs are expensive to maintain.

| | | |
|----------|--------------------|------------------|
| Bad Debt | 2002 = \$1,375,505 | 2003 = \$715,454 |
| | 2004 = \$1,105,932 | |

Total Bad Debt and Charity Care:

| | | |
|--|--------------------|------------------|
| | 2002 = \$1,513,146 | 2003 = \$794,048 |
| | 2004 = \$1,226,423 | |

FINANCIAL STATEMENT

St. John's Riverside Hospital

**Statements of Revenue and Expenses of General Funds
Year Ended December 31**

| | 2002 | 2003 | 2004 |
|---|----------------------|----------------------|----------------------|
| I. Sources of Revenue | | | |
| Net Patient Services Revenue | \$135,477,010 | \$146,412,188 | \$150,195,174 |
| Other Operating Revenue | \$8,265,266 | \$6,672,092 | \$8,506,640 |
| Grants Research and medical education | \$6,368,614 | \$7,245,065 | \$5,663,884 |
| Total Revenue: | \$150,110,890 | \$160,329,345 | \$164,365,697 |
| II. Expenses: | | | |
| Salaries and Benefits | \$91,432,145 | \$99,165,837 | \$107,049,192 |
| Supplies and other expenses | \$35,987,835 | \$39,237,526 | \$37,917,187 |
| Depreciation & Interest | \$10,200,542 | \$9,506,348 | \$9,502,692 |
| Total Expenses: | \$137,620,522 | \$147,909,711 | \$154,469,070 |
| III. Bad Debt/ Uncompensated Care | \$9,225,053 | \$8,776,891 | \$9,702,085 |
| IV. Charity Care | \$1,475,569 | \$1,557,643 | \$1,480,588 |
| Free Care | | | |
| Community Benefits | | | |
| V. Assets | \$109,981,212 | \$116,143,460 | \$118,398,187 |
| VI. Liabilities and Fund Balance | \$109,981,212 | \$116,143,460 | \$118,398,187 |
| VII. Capital - Equipment | \$13,758,261 | \$13,793,988 | \$15,310,877 |
| VIII. Land | \$462,490 | \$1,405,587 | \$1,370,897 |
| IX. Buildings & Improvements/ Construction | \$24,093,021 | \$22,180,816 | 22,989,561 |

FINANCIAL STATEMENT

Community Hospital at Dobbs Ferry

Statements of Revenue and Expenses of General Funds
Year Ended December 31

| | 2002 | 2003 | 2004 |
|---|---------------------|---------------------|---------------------|
| I. Sources of Revenue | | | |
| Net Patient Services Revenue | \$13,695,366 | \$15,927,575 | \$16,389,815 |
| Other Operating Revenue | \$567,258 | \$1,260,464 | \$1,033,263 |
| Grants Research and medical education | | \$91,619 | ----- |
| Total Revenue: | \$14,262,624 | \$17,279,658 | \$17,423,078 |
| II. Expenses: | | | |
| Salaries and Benefits | \$8,916,496 | \$8,684,835 | \$9,628,729 |
| Supplies and other expenses | \$6,756,894 | \$7,220,364 | \$8,580,618 |
| Depreciation & Interest | \$1,541,912 | \$457,905 | \$722,243 |
| Total Expenses: | \$17,215,302 | \$16,363,104 | <u>\$18,931,590</u> |
| III. Bad Debt/ | | | |
| Uncompensated Care | \$1,375,505 | \$715,454 | \$1,105,932 |
| IV. Charity Care | | | |
| Free Care | \$137,641 | \$794,048 | \$1,226,423 |
| Community Benefits | | \$78,594 | \$120,491 |
| V. Assets | | | |
| | | \$5,199,295 | \$5,110,753 |
| VI. Liabilities and Fund Balance | | | |
| | | \$5,199,295 | \$5,110,753 |
| VII. Capital - Equipment | | | |
| | | \$1,230,630 | \$1,808,654 |
| VIII. Land | | | |
| IX. Buildings & Improvements/ Construction | | | |

Riverside Health Care System, Inc.
967 North Broadway
Yonkers, New York 10701