



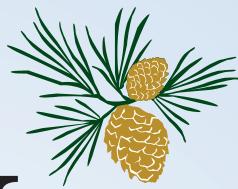
Alice Hyde Medical Center

WE ARE ALICE

ANNUAL REPORT 2014



A YEAR OF GROWTH AND SUCCESS



IN A YEAR when many hospitals are struggling to adapt to the changing health care landscape, Alice Hyde Medical Center has experienced a year of growth and success.

At a time when many hospitals are shrinking their services to remain profitable, Alice Hyde is growing itself to success. We are expanding access to primary care providers and outpatient medical services to better serve the needs of our community. We have strengthened and improved our medical staff, which in turn strengthens and improves our medical center.

While we continue to expand and grow our services, we have also worked tirelessly to reduce our expenses and manage our costs. To do both of these things at the same time is a feat that requires diligent attention from our managers and employees. They continue to find ways to deliver the highest-quality services as efficiently as possible.

We have made a conscious effort to focus on providing patient-centered care, and we are succeeding because of the dedication and compassion of our physicians, nurses, providers and staff. We put the patient first and strive to promote an environment of dignity, respect and empathy above all. You can read more about our focus on patient-centered care on page 6.

In 2014, New York state announced the process by which hospitals, including Alice Hyde, will undertake

a comprehensive transformation of the health care delivery system. The process promotes community-level collaborations to implement innovative projects with the goal of reinventing the way care is provided. The primary goal is to reduce preventable hospital use over time and improve overall population health. Alice Hyde is working on several operational and capital projects toward these goals. We are working with other community partners to offer preventive, rather than reactive care, and to integrate behavioral and physical health services in a community setting.

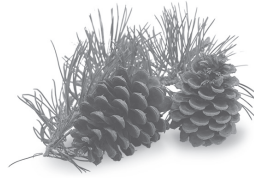
This past year, Alice Hyde began a campaign that is focused on *Alice*. We rolled out a fresh, new image with our employees and our institution at its center.

Why? Because every day, Alice Hyde employees deliver personal, sophisticated health care to the people of our community. Our staff is highly educated and well-trained and provides a level and scope of health and wellness services that is generally not available in a community of our size. Beyond their diplomas and certifications,

it is our staff's sense of community and compassion that is the source of our strength. Alice Hyde is a permanent member of this community, and we are committed to its health and well-being. Throughout these pages, you will see the faces of *Alice*, because they are the key to Alice Hyde Medical Center's success.



Douglas F. DiVello, MPH, FACHE, President/CEO



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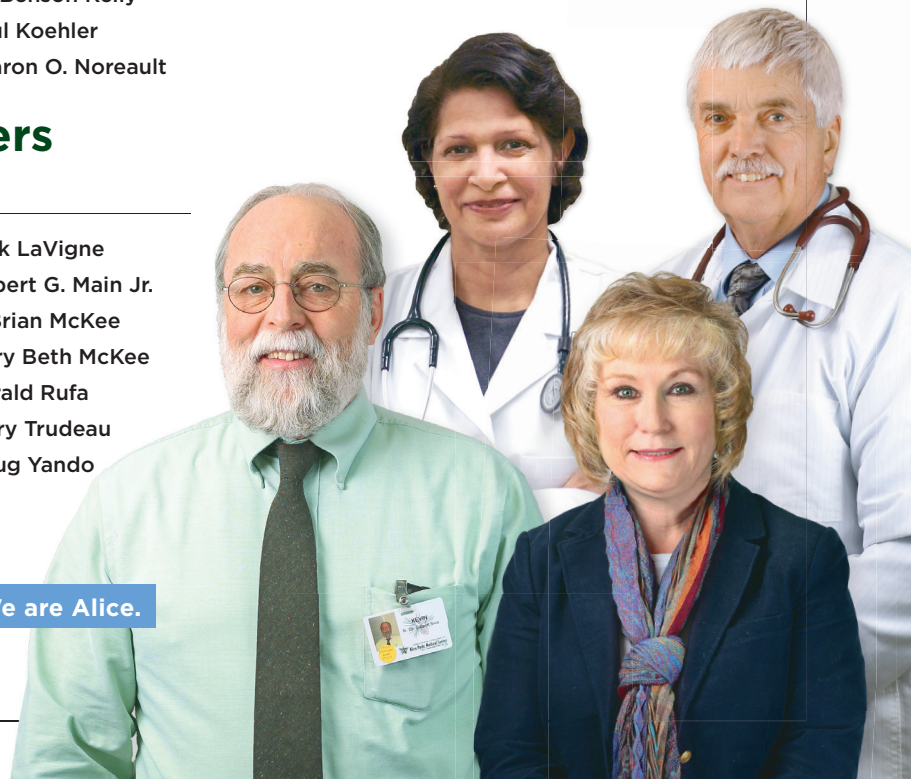
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Amy O'Connor

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We are Alice.

AS I REFLECT on 2014, I am struck by the advancements that Alice Hyde Medical Center has made. As President of the medical staff, I am excited to report on our continued growth.

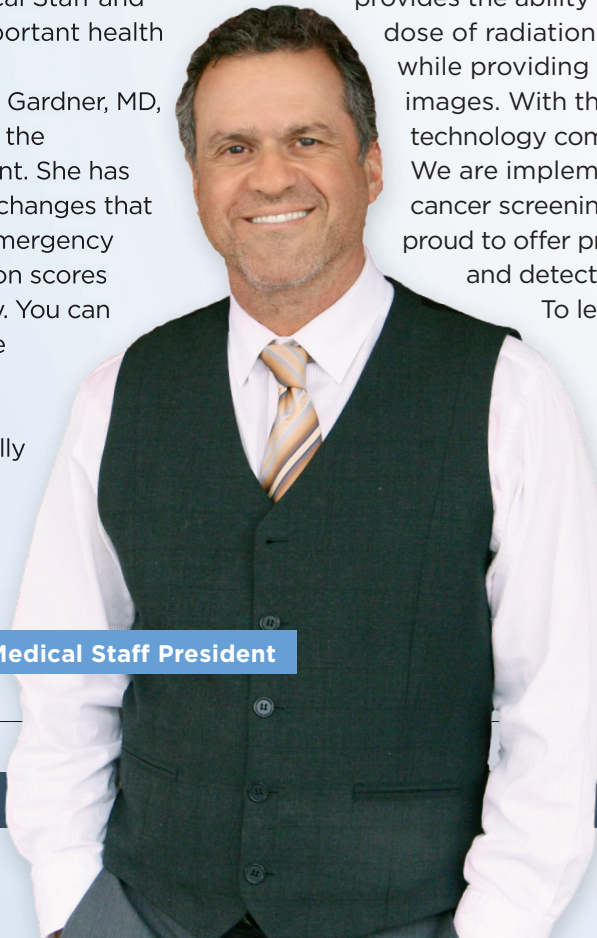
In 2014, we welcomed 16 new providers, which has not only expanded our service offerings but enhanced our medical staff. We continue to expand our Primary Care Team, adding two new primary care physicians and two primary care allied health providers, which gives our patients more access to care than ever before. We partnered with CVPH to bring on four cardiologists, who are now offering cardiology services at Alice Hyde allowing our patients to receive their specialized cardiology care close to home. We were fortunate also to recruit new providers in orthopedics, urgent care, and obstetrics and gynecology, as well as for our nursing home. We have also added three new hospitalists, who are providing excellent care to our patients in the hospital. The strengthening of our medical staff contributes to consistent care that our patients can appreciate and depend on.

In 2014, William Latreille, MD, FACP, was appointed to the position of Chief Medical Officer. In this new role, Dr. Latreille will work closely with the Medical Staff and Administration on important health care issues.

We brought on Keri Gardner, MD, as the new Director of the Emergency Department. She has instituted a variety of changes that have resulted in our Emergency Department satisfaction scores improving substantially. You can read more about these changes on page 7.

Members of our medical staff continually work to expand their areas of expertise. Jujhar Sandhu, MD, primary care

Mordi Rehany, MD, Medical Staff President



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Anjni Bhagat, MD
Gerald Cahill, MD

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Rajiv Shah, MD

provider, is now board-certified in Geriatric Medicine, in addition to her board certification in Internal Medicine. This new certification acknowledges her advanced training in health care for elderly people and her commitment to promoting health and preventing disease in older adults.

Here at Alice Hyde, we pride ourselves on being on the forefront of technological change. In 2014 we invested in a new, state-of-the-art 128-slice CT scanner. This new technology provides the ability to reduce a patient's dose of radiation by up to 50 percent while providing high-resolution 3-D images. With this advancement in technology comes expansion of services. We are implementing our new CT lung cancer screening program and are also proud to offer prostate MRI for evaluation and detection of prostate cancer.

To learn more, turn to page 8.

2014 proved that Alice Hyde Medical Center is continually striving to bring the highest-quality care to our community. I look forward to further enhancing our services in 2015 and meeting the needs of the patients we serve.

Medical Staff

Oluwaseun Adaramola, MD
Hospitalist

Dimitrina Banu, PA
Urgent Care

Dragos Banu, MD
Internal Medicine

Emile Benardot, MD
Pediatrics

Maurice Bettez, MD
ENT

Anjni Bhagat, MD
Internal Medicine

Gerald Cahill, MD
Family Practice

Laura Carbone, MD
Nephrology

Glen Champagne, MD
Internal Medicine

Egya Chinbuah, MD
Hospitalist

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Ophthalmologist

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Cardiac Rehab

Jerome DeSnyder, DDS
Dentistry

Leonardo Dishman, MD
Pathology

Claudia Dumitrescu, MD
Endocrinology

Jim Durling, CRNA
Anesthesiology

Rowan Fish, MD
Dermatology

Wendy Frank, FNP
Nursing Home

Francisco Fuentes, DDS
Dentistry

Shardul Gadhia, MD
Hospitalist

Keri Gardner, MD
Emergency Medicine

Bernard Gelbard, MD
Anesthesiology

Thomas Giannaccini III, CRNA
Anesthesiology

David Griffin, PA
Orthopedics

Rahul Gupta, MD
General Surgery

Marie Haggarty, PA
Orthopedics

Nicola Henry, DDS
Dentistry

Jill Hess, PA
Urology

Jahangir Hossen, MD
Anesthesiology

Linda Hunter, PA
Urgent Care

Craig Hurwitz, MD
Nephrology

Benson Kelly, MD
Family Practice

Matt Lasky, CRNA
Anesthesiology

William Latreille, MD
Internal Medicine

Kathleen Lauzon, FNP
Primary Care

Stephanie Leffler, FNP
Primary Care

Brenda LePage, FNP
Primary Care

Seema Lodha, MD
Cardiology

Alfred Loka, MD
Cardiology

Jonathan Lowell, MD
Family Practice

Dragos Macelararu, MD
Orthopedics

Ronald Malseptic, MD
Nephrology

John Marshall, MD
Emergency Medicine

William McCarthy, CRNA
Anesthesiology

Mary McGonagle, FNP
Primary Care

Marina Medved, DO
Family Practice

Vladimir Medved, DO
Family Practice

Duyen Hau "Nalie" Nguyen, DMD
Dentistry

Eleazar O'Garro, MD
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Julia Ordonez, MD
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Primary Care

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Laura Rizzo, FNP
Primary Care

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Jujhar Sandhu, MD
Internal Medicine

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Paramvir Sheri, MD
Hospitalist

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Erika Thompson, PA
Primary Care

Paul Tran, DPM
Podiatry

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Radiation/Oncology

William Walker, MD
OB-GYN

Todd Whitman, MD
Oncology

Joel Wolkowicz, MD
Cardiology

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Oluwaseun Adaramola, MD
Hospitalist

Dimitrina Banu, PA
Urgent Care

Dragos Banu, MD
Internal Medicine

Wendy Frank, FNP
Nursing Home

Shardul Gadhia, MD
Hospitalist

Keri Gardner, MD
Emergency Medicine

David Griffin, PA
Orthopedics

Jill Hess, PA
Urology

Kathleen Lauzon, FNP
Primary Care

Seema Lodha, MD
Cardiology

Alfred Loka, MD
Cardiology

Christopher Palma, DO
Cardiology

Jujhar Sandhu, MD
Internal Medicine

Paramvir Sheri, MD
Hospitalist

Wilhelmina Sheridan, FNP
Primary Care

William Walker, MD
OB-GYN

Joel Wolkowicz, MD
Cardiology



We are Alice.

2014 HIGHLIGHTS

It's official: We're tops in quality, safety

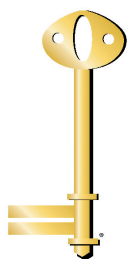
In November, Alice Hyde Medical Center was recognized as a 2013 Top Performer on Key Quality Measures® by The Joint Commission, the leading accreditor of health care organizations in the United States. Alice Hyde was recognized as part of The Joint Commission's 2014 annual report, *America's Hospitals: Improving Quality and Safety*, for attaining and sustaining excellence in accountability-measure performance for pneumonia and surgical care.

Alice Hyde was one of 1,224 hospitals in the U.S. to achieve the 2013 Top Performer distinction.

The Top Performer program recognizes hospitals for improving performance on evidence-based interventions that increase the chances of healthy outcomes for patients with certain conditions. To be a 2013 Top Performer, hospitals had to meet performance criteria

based on 2013 accountability measure data.

"We understand what matters most to patients at Alice Hyde Medical Center is the quality and safety of the care they receive. That is why we have made it a top priority to improve positive patient outcomes through evidence-based care processes," says Douglas F. DiVello, President at Alice Hyde. "Alice Hyde is proud to be named a Top Performer, as it recognizes the knowledge, teamwork and dedication of our entire hospital staff."



The Joint Commission
Top Performer on
Key Quality
Measures®
2013

Pneumonia
Surgical Care



We are Alice.

Our patients stand at the center of a

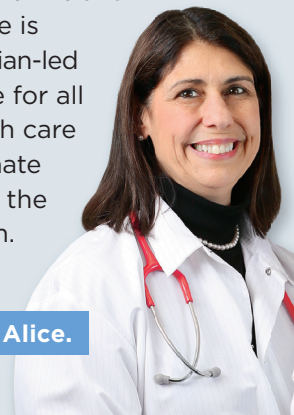
Last summer, Alice Hyde Medical Practices was recognized by the National Committee for Quality Assurance under the Patient-Centered Medical Home Program for using evidence-based, patient-centered processes that focus on highly coordinated care and long-term participative relationships.

The medical home is a new concept for care that puts the patient at the center of the process. It emphasizes coordinating care and communication through a

primary care provider. Your medical home is the centralized hub for all of your care. It provides a new, expanded type of care—coordinating all your health care needs, from helping you stay healthy by reminding you of preventive checkups and tests, to working with you to manage chronic conditions, visits to specialists, hospital admissions and more. Research shows that having a medical home can lead to higher-quality care and lower costs and improve patients' and providers' reported experiences of care. The medical home is

intended to result in more personalized, coordinated, effective and efficient care.

The Patient-Centered Medical Home Program identifies practices that promote partnerships between patients and their personal clinicians. Each patient's care is managed by clinician-led teams that provide for all the patient's health care needs and coordinate treatments across the health care system.



We are Alice.

The Alice Center

Alice Hyde Medical Center continued construction of our new skilled-care and assisted-living facility in 2014. The brand-new facility, The Alice Center is scheduled to open in April and will be the first of its kind in the region.

The Alice Center focuses on caring for the whole person. The new facility provides advanced skilled nursing and rehabilitative care while providing residents with a homelike atmosphere designed to promote privacy and dignity. The two-building complex contains 135 skilled nursing beds and 30 assisted-living beds. The skilled-nursing facility is divided into six separate “neighborhoods” that feature homelike kitchens and dining rooms, large living rooms, and ample social spaces. Rooms are either private or semiprivate and contain private bathrooms.

ll we do

This recognition shows that Alice Hyde Medical Practices has the tools, systems and resources to provide their patients with the right care at the right time.



Creating a high-performing ED

We have taken substantial steps to provide the highest level of patient-focused care in our Emergency Department (ED). Taking the lead on these changes is the new Director of our ED, Keri Gardner, MD, MPH, FACEP, board-certified in Emergency Medicine. After graduating cum laude from Harvard Medical School, Dr. Gardner joined UCLA for a four-year Emergency Medicine residency, a two-year fellowship in Health Services and Quality of Care, and a master’s degree in Public Health. She has spent much of her career at large academic hospitals, such as Mount Sinai and UCLA. She also served as the lead physician at McMurdo Station in Antarctica. She currently serves as the Director of Quality and Patient Safety at NES Health, a national health care organization specializing in creating high-performance emergency departments.

Dr. Gardner, Debbie Beach, RN, BSN, Nurse Manager of the ED and our Emergency Department Process Improvement Team have worked together to streamline processes and improve communication among team members. This has resulted in a decrease of 75 percent in the average wait time to be placed in an exam room and a decrease of 44 percent in the average wait time to see an ED physician. This has, in turn, led to the number of patients who leave without being seen decreasing by 50 percent, meaning that more patients are being seen faster.

To help us measure the patient experience, the team instituted a new process for gathering patient surveys in the ED. Previously, patient satisfaction surveys were mailed to patients, often arriving at their home up to a month after their visit. Response rates were often less than 1 percent. Today, we are using computer tablets at the time of discharge for patients to fill out the surveys. Not only have we increased our response rate to 40 percent, but we are also able to meet and exceed patient expectations in real time. If a patient has a specific issue or need, our Quality Improvement Department contacts the patient within 24 to 48 hours of his or her visit. This technology has been so successful that we have expanded it to our inpatient units.

Keri Gardner, MD, MPH, FACEP



2014 HIGHLIGHTS



Optimal images with Optima tech

In December, Alice Hyde Medical Center invested in a new, state-of-the-art GE 128-slice CT scanner. The Optima CT 660 is GE's latest generation intelligent CT system.

The scanner provides a higher-resolution 3-D image, allowing for clearer images of patient anatomy in the same amount of time. The new CT scanner also uses ASIR technology, which helps reduce the patient's dose of radiation significantly, while not compromising the clarity of the images. We also invested in GE's DoseWatch technology, which helps monitor a patient's lifetime dose of radiation. DoseWatch will allow us to access a patient's dose history and then determine the appropriate dose levels for each procedure. Patients benefit by receiving their high-quality diagnostic procedure at the lowest reasonably achievable dose.

Alice Hyde is the first hospital north of Glens Falls to have this technology. We are proud to continue fulfilling our mission of providing the North Country with Advanced Medicine and Compassionate Care. This new technology provides patients with the very best in imaging capability, close to home.



We are Alice.

Alice Hyde, Most Wired

Alice Hyde Medical Center was named among the nation's Most Wired hospitals by *Hospitals & Health Networks* magazine for the second consecutive year.

The survey is an industry-standard benchmark study that measures the level of information technology used in U.S. hospitals and health systems. A total of 20 New York hospitals were among the more than 420 Most Wired hospitals nationwide. Alice Hyde was one of only two hospitals north of Albany to receive this award.

We also launched the Alice Hyde Medical Center Patient Portal. The Patient Portal is an online tool that gives patients access to their important health information and helps them manage their health care easily and securely. Patients can view lab results, radiology reports and a summary of their health information, among many other things. They can also view upcoming appointments and request appointments through the system. Visit alicehyde.com for more information on the Patient Portal.

| | 2013 | 2014 |
|------------------------------------|---------------------|---------------------|
| Operating revenue | | |
| Net patient revenue | \$61,780,535 | \$65,588,909 |
| Other revenue | \$4,623,528 | \$6,926,278 |
| Total operating revenue | \$66,404,063 | \$72,515,187 |
| Operating expense | | |
| Salaries and wages | \$33,433,405 | \$34,935,046 |
| Fringe benefits | \$7,982,074 | \$8,152,506 |
| Professional fees | \$5,430,679 | \$6,272,676 |
| Supplies, utilities and other | \$15,187,984 | \$17,306,722 |
| Leases and rentals | \$1,072,264 | \$1,069,990 |
| Insurance | \$743,626 | \$768,301 |
| Depreciation and amortization | \$3,036,610 | \$2,972,450 |
| Interest expense | \$305,172 | \$102,957 |
| Total operating expense | \$67,191,814 | \$71,580,648 |
| Excess revenue over expense | \$(787,751) | \$934,539 |

2014 Volumes

Hospital beds

76

Nursing home beds

75

Emergency Room visits

13,556

Clinic visits

7,455

Laboratory procedures

831,115

Dental Center visits

12,947

Births

252

Patient days

8,396

Physical Therapy visits

45,266

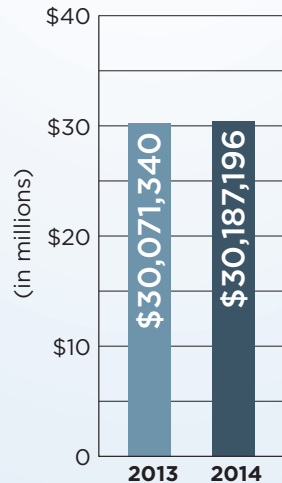
Radiology procedures

48,177

Revenue growth



Net assets



Sean Curtin,
Vice President,
Finance



The Alice Hyde Medical Center family wishes to express our gratitude for the generosity of our 2014 donors.

IN 2014, donors contributed over \$640,000 to help the medical center purchase new equipment, add services for our patients and improve our facilities.

One fundraising priority for the year was to help enhance the Outdoor Courtyard at The Alice Center, our new skilled-nursing and assisted-living facility. Donors raised more than \$120,000 to help add safe walkways, seating and family gathering areas, trees, shrubs, and raised gardens designed to allow residents an accessible area to plant their own vegetables and flowers.

Thank you for your belief in the importance of giving generously to support essential health services for your neighbors, friends and family.

The following list reflects gifts made between Jan. 1, 2014, and Dec. 31, 2014.

KEY:

- * AHMC employee
- † Board of Directors member
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\$100,000 to \$500,000

Ben and Shirlee Cohen Family Trust Fund

\$25,000 to \$99,999

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\$1,000 to \$2,499

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 Roger A. Livernois
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Up to \$99

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PLEASE NOTE: Every effort has been made to ensure the accuracy of this listing. If you notice any errors or omissions, please accept our most sincere apologies and contact the Office of Philanthropy at 518-481-2794 so we may correct our records. Thank you.

GIVING

LEAVING A LEGACY

SINCE its inception, Alice Hyde Medical Center has been able to count on tremendous philanthropic support from our community. Charitable gifts have helped build a strong health care organization for us all.

Bernard and Shirlee R. Krakauer Cohen, beloved and respected hometown benefactors, established a trust that graciously provided more than \$400,000 to the medical center in 2014. During their lifetime, the Cohens were well-known for their kindness, humility and unwavering support of many worthy local causes. The Cohens wanted their legacy to reflect their commitment to the health of this community. Their final gift to Alice Hyde is a testament to their love for the community, and their memory will continue to be honored by the lives this gift touches.



I am Alice.

Planned giving

There are many types of planned gifts. As the name suggests, these gifts require some planning as well as assistance from financial or legal advisors. Regardless of the amount or type of planned gift you choose, your gift can be a permanent reflection of your values and enable you to leave a lasting legacy that may not otherwise have been affordable.

When planning your legacy, consider the importance of contributing to local health care. Your gift to Alice Hyde Medical Center can help

secure access to exceptional health care for our community. A bequest is one of the simplest ways to give a planned gift to the Medical Center. If you already have a will in place, a simple amendment may be attached indicating your decision to include Alice Hyde Medical Center in your distribution of assets.

We would be happy to discuss planned giving in further detail with you and your advisors to determine the best option for you. For more information, please contact the Alice Hyde Medical Center Philanthropy Department at **518-481-2794**.



We are Alice.