MISSION
We are passionate healers dedicated to honoring the Sacred in our sisters and brothers.

VISION
To be world-renowned for passionate patient care and outstanding clinical outcomes.

VALUES
In the spirit of good Stewardship, we heal by practicing: Compassion through our kindness, concern and genuine caring; Reverence in honoring the dignity of the human spirit; Excellence by expecting the best of ourselves and others; Integrity by being and speaking the truth.

MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT 1
OVERVIEW OF ST. JOSEPH’S HOSPITAL HEALTH CENTER 2
STATEMENT OF SOURCE AND USE OF FUNDS FOR 2011 2
2011 HIGHLIGHTS 5
FOUNDATION REPORT 24
AUXILIARY HIGHLIGHTS 31
DONOR LIST 33
FOUNDATION STATEMENT OF SOURCE AND USE OF FUNDS FOR 2011 51
HOSPITAL LEADERSHIP 52
A Message from our Board Chair and President

2011 was another historic year in the life of St. Joseph’s Hospital Health Center. We cared for more patients, responded to new challenges and continued our commitment to improve quality and patient satisfaction. It’s all in a day’s work for St. Joseph’s. We’re proud of the hard work of our dedicated family of staff, volunteers and physicians.

What strikes us most as we think back on the past year is all the growth we’ve experienced. Our medical staff is larger and more connected than ever before. Our facilities expanded from the new Emergency Services Building to the Center for Wound Care and Hyperbaric Medicine. Our employment base grew to more than 4,000. The list goes on.

Although we’ve grown, we’ve stayed true to our mission, vision and values established so long ago by the Sisters of St. Francis. It’s who we are and we never forget that. As you flip through the pages of this year’s Annual Report we think you’ll agree 2011 was a great year. We look forward to what’s to come in 2012.

Sincerely,

George Deptula, Esq.
President, Board of Trustees

Kathryn H. Ruscitto
President and Chief Executive Officer
## Overview of St. Joseph’s Hospital Health Center

### Statements of Source and Use of Funds for 2011

<table>
<thead>
<tr>
<th>Hospital Source of Funds</th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
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</thead>
<tbody>
<tr>
<td>Patient Care Revenue</td>
<td>542,257,177</td>
<td>466,627,790</td>
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<td>Other Operating Revenue</td>
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<td>14,785,482</td>
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<td><strong>Total</strong></td>
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<td><strong>441,338,665</strong></td>
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<table>
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<tr>
<th>Use of Funds</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Patient Care</td>
<td>442,206,430</td>
<td>385,272,458</td>
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<td>General and Administrative</td>
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<td>Depreciation and Interest</td>
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<td>18,498,918</td>
<td>18,056,358</td>
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<td>Charity Care and Uncompensated Care</td>
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<td>20,134,280</td>
<td>20,066,380</td>
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<td>Provision for Bad Debts</td>
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<td>11,883,658</td>
<td>8,954,736</td>
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<td>Community Service Programs</td>
<td>2,250,000</td>
<td>2,175,000</td>
<td>1,950,000</td>
<td>1,850,000</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>466,865,491</strong></td>
<td><strong>434,226,939</strong></td>
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</tbody>
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| Income from Operations                                 | 5,974,096  | 406,603      | 3,277,168     | 7,111,726     |

2011: This statement does not include income related to investment income of 1,399,547 which is used primarily for capital improvements.

2010: This statement does not include income related to investment income of 5,628,481 which is used primarily for capital improvements.

2009: This statement does not include income related to investment income of 3,156,946 which is used primarily for capital improvements.

2008: This statement does not include income related to investment income (loss) of ($768,196) which is used primarily for capital improvements.
St. Joseph’s Hospital Health Center is a 431-bed comprehensive medical care system dedicated to providing quality health care to the residents of 16 counties in Central New York. St. Joseph’s is accredited by DNV Healthcare, Inc.

St. Joseph’s has stood as a community landmark atop Prospect Hill in Syracuse since 1869, when five Sisters of St. Francis transformed a dance hall and bar into a 15-bed hospital. Still sponsored by the Sisters of St. Francis, the growth of Syracuse’s first hospital has paralleled that of the city. The institution has evolved into a health system that, in addition to the hospital, includes a college of nursing, psychiatric emergency program and two outpatient surgery centers. In addition to providing general medical and surgical care, St. Joseph’s offers several specialty services, including hemodialysis, maternity services, a separate birth center, emergency care, intensive care, dental services, suicide prevention, wound care and certified home health care. St. Joseph’s operates several satellite facilities, including family and maternal child care centers, a dental office, psychiatric services center, The Wellness Place, Regional Dialysis Center, neighborhood dialysis centers, the Center for Wound Care and Hyperbaric Medicine, and a cardiopulmonary rehabilitation center.

Inpatient admissions average more than 26,300 annually. Outpatient visits throughout the St. Joseph’s network number more than 606,000 a year. The hospital’s busy emergency department records more than 52,285 visits a year. St. Joseph’s annual operating budget is $525 million.

The hospital’s medical staff of more than 800 is comprised of physicians, dentists and midwives representing a broad spectrum of specialties. In addition, more than 300 clinical affiliates, including physician assistants and nurse practitioners, are credentialed to assist the medical staff. More than 4,600 other health care professionals and support personnel are employed by St. Joseph’s. More than 1,100 devoted volunteers and members of the hospital’s Auxiliary help support patient care programs and donated more than 53,636 hours of service in 2011.

The health care institution has been designated by New York State as a:

- Special Care Neonatal Unit
- Apnea Center
- Cardiac Diagnostic Center
- Cardiac Surgical Center
- Community Mental Health Center
- Tobacco Cessation Center

As an integral part of Syracuse and the Central New York community for nearly 145 years, St. Joseph’s provides quality care compassionately to the sick and injured.
Franciscan Companies is an affiliate of St. Joseph’s Hospital Health Center. For nearly 30 years, Franciscan has extended the reach of St. Joseph's throughout the Central New York community with the goals of reducing the length of stay of patients, preventing unnecessary admissions and generating new sources of revenue for the hospital. Franciscan Companies provides medical equipment, oxygen, CPAP, home health aides, Lifeline Medical Alert, Registered Respiratory Therapists, medical weight loss and an elder life membership program.

The Franciscan network includes:

- Franciscan Health Support—a durable medical equipment supplier and home care provider providing 24/7 care to more than 3,200 patients in 14 counties. FHS specializes in respiratory care including sleep apnea treatments and home oxygen.
- Joint ventures/collaborations, including Lourdes Health Support in Binghamton, St. Elizabeth Health Support in Utica, Loretto Health Support, Auburn Health Support Services, Kinney Drugs at Franciscan, and CNY Infusion.
- Embracing Age—a membership-based business formed in September 2011 that connects elders to a network of pre-screened professionals to help them live at home, independently, for as long as possible. Providers include contractors, financial and legal experts and landscapers.

2011 Highlights

- Started three new business ventures: a state-of-the-art expanded Oneida sleep laboratory, a preferred provider agreement with Auburn Memorial Hospital thus forming Auburn Health Support Services, and Embracing Age, a membership-based concierge program.
- Started a sales force, resulting in a sharp increase in new referrals.
- Met its goal of a $400,000 sponsorship to St. Joseph’s Hospital Health Center.
- Sponsored many community events and efforts, including the St. Joseph’s Gala, the St. Joseph’s Golf Classic and the Fairway to Heaven Golf Tournament, totaling nearly $250,000.
- Franciscan Health Support, Inc., a licensed home care agency, grew its census by 29% since 4th quarter 2010.
- St. Elizabeth Health Support experienced a 126% increase in net income over 2010 and was re-accredited by the Joint Commission.
Franciscan Companies has always been focused on providing the services hospital patients need to continue healing at home. Now in their third decade of this focus, they’re finding a new niche that incorporates their mission with the technology and resources that allows them to be a “hospital without walls.”

“Our primary mission is facilitating a safe discharge from the hospital to home and providing services as a hospital without walls.”
—TIM SCANLON, EXECUTIVE VICE PRESIDENT

While great advancements in medical devices can be credited for integrating medical care into the home, Franciscan Companies saw a need for a type of service that couldn’t be handled electronically. Last fall they launched “Embracing Age,” a business offering seniors resources to address the challenges of the aging process. An annual membership fee opens up access to equipment, services and connections that are often found only through a trial and error process that elderly people may find confusing and which can leave them vulnerable. Embracing Age clients are teamed up with an Elder Life Specialist who coordinates everything from medical services, such as medication management systems or mobility products, to services for everyday needs, such as lawn maintenance companies, legal counsel, accountants and plumbers. “The clients call us and we take care of everything,” says Scanlon. “What makes Embracing Age unique is our ability to handle more than medical issues. For example, we will coordinate estate planning with an attorney to protect a member’s assets should there be a crisis.”

Franciscan Companies is creating a model for home-based services that has wide appeal in part because of a cost-effective trend toward home care for everything from dialysis to delivering babies. The company’s model and mission, developed with St. Joseph’s, is now emulated by partnerships with St. Elizabeth Medical Center, Loretto and Lourdes Hospital. “We’re moving into an era where we want our customers to be involved in their care,” explains Scanlon. “Not just an involvement in treating the acute episode but looking at how to prevent that episode from ever happening or reoccurring.”
Roy Johnson, Lifeline installer, sets up the medical alert system in a patient’s home.
Services

St. Joseph’s primary service area is Onondaga County, yet we also provide care for patients in 15 surrounding counties with a population of more than one million. In addition to providing general medical and surgical care, St. Joseph’s offers the community many specialty inpatient and outpatient programs, including the following:

**Specialty Inpatient**
- Cardiac care, including cardiac catheterization, angioplasty, minimally invasive and robotic surgery, electrophysiology and rehabilitation
- Orthopedic diagnostics, surgery and rehabilitation
- Vascular diagnostics, surgery and intervention
- Maternal health care, including the Family Childbirth Center “Birth Place”
- Level III intensive care nursery
- Women’s services, including comprehensive breast care and surgery programs

**Specialty Outpatient**
- Adult mental health
- Prostate, cardiac and thoracic surgery utilizing da Vinci® robotic technology
- Neurosurgery, including stereotactic-guided procedures
- Telemedicine capabilities to enhance services for non-tertiary care providers
- Cardiac and pulmonary rehabilitation
- Diabetes self-management
- Orthopedic care and rehabilitation
- Hemodialysis and peritoneal dialysis, at our Regional Dialysis Center and satellite facilities in Fayetteville, Camillus, Liverpool and Cortland
- Obstetrics, gynecology and pediatric services at the Maternal Child Health Center
- Emergency care, including urgent care
- Primary care, including family practice, obstetrics, gynecology and pediatrics at the Family Medicine Center, Westside Family Health Center and Maternal Child Health Center
- Dentistry services at the Dental Office
- Ambulatory surgery at Northeast and North Surgery Centers
- Chronic pain management
- Adult and children’s mental health services, including the Comprehensive Psychiatric Emergency Program
- Sleep laboratories
- Wound care at our Center for Wound Care and Hyperbaric Medicine
- Spine surgery
- Physical, speech and occupational therapies
- Nutritional counseling
- Wellness Place, a community-based health education and screening center
2011 HIGHLIGHTS

PEOPLE — Develop talented, loyal, committed staff and an outstanding leadership team.
- Added new feature to the career opportunities website, allowing applicants the opportunity to “chat” in real-time with recruiters from the human resources department.
- The hospital joined the DAISY Foundation, as a DAISY Award Hospital Partner; the nationwide program rewards and celebrates the extraordinary clinical skill and compassionate care given by nurses every day.
- Volunteer hours increased from five to nearly 40 percent in some areas.
- We extended our mission education sessions to 4,000 employees and staff and established a plan for continual education for new employees.
Behavioral Health Services Grows to Serve More in Need

In early February, St. Joseph’s Comprehensive Psychiatric Emergency Program (CPEP) relocated to the upper levels of the new emergency services building. CPEP had long since outgrown its old space, a former residence for the Sisters of St. Francis at 201 Prospect Street. With more than 7,000 annual visits the new 18,000 square foot space finally represented not only a physical expansion for the patients and staff, but a place to grow the programs and services they provide. Services such as point of care testing, which will soon be on-site, will have a shorter turnaround time providing patients with a more efficient experience at the program.

The new 18 private patient rooms for CPEP are also an essential feature in the new location, but the most important space-related change is separate waiting rooms. “The ability to have three different waiting rooms, one for children and families, one for voluntary adult patients and one for involuntary adult patients is going to have an enormous impact on the experience here,” explains Mary Bishop, service line administrator for Behavioral Health Services at St. Joseph’s. “Previously we had just one waiting room so a person coming in for a prescription refill was in a locked waiting room and couldn’t exit voluntarily. Addressing that uncomfortable experience and the ability to keep the adult patients segregated from other kids and families is critical.”

The new building is not the only place that CPEP is serving the community. The mobile crisis outreach team, a service with a dedicated staff separate from the emergency program, moves within the community to stabilize clients through in-home services and connect them to community-based behavioral health services. The mobile team does both follow-up visits for patients discharged from CPEP and initial home visits.

Outpatient Behavioral Health Services is also on the move in North Syracuse with the relocation and expansion of the LINK program. Now operating on the North Medical Center Campus the program has expanded from its initial mission of children-only behavioral health services and will soon offer outpatient services to adults too. While the program uses a private practice model, the clinicians are all employed by St. Joseph’s. This site is the model that may be duplicated in other parts of Onondaga County. “These satellite offices won’t look, feel or behave like a clinic,” says Bishop. “They will be more like an office practice. When we serve the suburbs the attraction, patients and goals are all different. We want to bring a new level of service to St. Joseph’s and the community and we’ll do that by closely aligning with primary care. By fully linking our services with primary care providers we can offer a more integrated full-service model.”

The team approach is the foundation for Personalized Recovery Oriented Services (PROS), a New York State initiative that Outpatient Behavioral Health is adopting this year. PROS integrates treatment, support and rehabilitation in a comprehensive care program for behavioral health patients to, among other goals, improve functioning and reduce inpatient stays and emergency services. Outpatient Behavioral Health has already taken great strides toward the PROS goals with “at-home” services. By integrating the health care services into a community-based model, the team addresses some of the behavioral health issues with a single-care focus and cost-efficiency that the old model cannot offer.

Whether within the walls of their new building, or moving throughout the community, behavioral health services for mental health needs are poised to grow on their success.
Susan Walburger, a customer service representative in the Comprehensive Psychiatric Emergency Program, helps a patient fill out intake forms. Dawn Smith is in the background recording information into the electronic medical record system.
Evidence of clinically integrated medicine is present throughout St. Joseph’s Hospital Health Center—from the new vision of expanded facilities at the Westside Family Health Center to the far reaching services of the long-established Franciscan Companies. While buildings and services are physical representations of the commitment to clinically integrated care, the heart of the initiative beats, quite literally, in the physicians who serve the patients.

Fred Letourneau, vice president for physician enterprise (a new position on the St. Joseph’s administrative leadership team), has his fingers on the pulse of the key role physicians play in clinically integrated care. His sights are set on two main goals for employed and private practice physicians affiliated with St. Joseph’s: to form a clinically integrated system to improve quality and coordination of patient care; and, to champion the idea of a “medical home” to all the primary care practices owned by, or affiliated with, St. Joseph’s.

Letourneau’s view of a clinically integrated system places physicians in leadership roles and patients at the center of care. “Physicians directly impact care, and we can all learn a lot from bringing them to the table,” explains Letourneau. “At the end of the day you want doctors making the clinical decisions for length of stay and the appropriate place of care for patients. We also need physicians to take a more global view of things; not only from their practice’s perspective but from a broader system perspective.”

The “broader system” is the full spectrum of care from the primary physician’s office, to the specialist’s office, to the hospital and its associated services. There are multiple opportunities to provide patients with better care by emphasizing coordination across the system. Coordination such as directly admitting patients to the hospital; one of the projects on which Dr. James Tucker, chief of emergency and hospitalist medicine, and Dr. Sandra Sulik, vice president for medical affairs, are working with primary care physicians in the community. By opening up communication between the hospital and primary care physicians, patients can be directly admitted to the hospital instead of simply being sent to the Emergency Department, placing undue demand on the time and the resources of the Emergency Department. By using the experience of the primary care physicians and relaying important clinical information to the hospital, patients are admitted quicker and their primary care physicians are involved in the care.

Clinical integration can be relatively simple, such as the hospital coordinating with primary care offices to see a patient within five days of discharge. Timely follow up is directly related to reducing the rate of readmissions. In the future, this will enable the hospital to meet a key performance measure (readmission rate reduction) but more importantly it puts physicians in the position to intervene quickly to prevent infections and keep patients on the path to recovery.

Another key component of clinical integration is the use of Electronic Medical Records (EMRs). EMRs enable the standardized recording of patient information and allow for the sharing of that information throughout the health care system. Key data such as medical history, patient demographics, medications and chronic conditions can be shared by physicians in the network. EMRs help provide continuity of care and the information can follow the patient throughout an episode of care including an admission to the hospital.
2011 HIGHLIGHTS

PHYSICIAN RELATIONSHIPS
—
Be the hospital of choice for physicians practicing in our region.

- Dr. Seth Greenky, orthopedic surgeon, received the Dr. Pease Award; Dr. Juno Lee, radiologist, received the Medical Imaging Staff Appreciation Award for excellence in patient care; and Dr. Douglas Fetterman received the MD Excellence Award from clinical affiliate services.
- Established a pilot Antibiotic Stewardship team comprised of a pharmacist, pharmacy students and Infectious Disease physicians.
- Began the rollout of SJOrders, computerized physician order entry using customized evidence based order sets. Nursing and ancillary departments went live in April. Provider rollout began in December.
- Founding participant of the Regional Health Information Organization (RHIO), which is a secure, electronic health information exchange that gives authorized medical providers access to essential patient information.
- A number of our physicians continue to be named Best Doctors within our region.

“Putting the patient at the right place of care at the right time is critical,” Letourneau explains. “Primary care doctors who have a history with a patient can provide past diagnoses and recently performed tests to the ED.” This approach saves time and reduces costs. Letourneau also has his sight set on how all the pieces of the healthcare system, including the hospitals using this advanced care approach, can share the savings.

Financial rewards however, are not the sole focus for the physician-directed and patient-centered change toward integrated care. Serving the patient by providing the right services in the best setting has always been at the heart of the St. Joseph’s system and is the work carried out by the physicians who serve in association.
2011 HIGHLIGHTS

CLINICAL & SERVICE EXCELLENCE —
Be a recognized leader regionally and nationally for quality, safety and service.

- Completed a successful DNV Accreditation Survey.
- St. Joseph’s College of Nursing completed a successful Middle States Accreditation for 2011.
- Implemented hand hygiene program to increase compliance rates among staff, which rose to 85 percent and higher on a daily basis.
- Participated in CorPath PRECISE trial to evaluate the safety and effectiveness of robotic-assisted coronary angioplasty. St. Joseph’s was one of only eight hospitals in the world evaluating this new technology.
- Implemented an aviation-based patient safety training program in the operating room through LifeWings Partners LLC, a leader in aviation safety tools. In addition, surgical services now participates in the NSQUIP surgical quality database for tracking surgical quality throughout the institution.
- Reinvigorated St. Joseph’s membership in the local chapter of The Mended Hearts, Inc., a national nonprofit organization that partners hospitals and rehabilitation clinics to offer services to heart patients through visiting programs, support group meetings and educational forums.
- Established a Pharmacist Post Graduate Residency Program in collaboration with St. John Fisher College Wegmans College of Pharmacy and hired first resident.
Hosted a community meeting to lead the healthcare community in the fight against Clostridium difficile (C Diff), a significant infection often acquired in health care settings.

Hospital-Acquired Condition Reduction (HACR) teams developed and implemented strategies to significantly reduce HACs throughout the hospital. Initiatives have opened up two more inpatient beds per day and saved more than $500,000 in associated expenses.

Hosted OB/GYNs from Moscow, Russia, to share family-centered model of care on the maternity unit.

Implemented new safety program to reduce incidence of patient falls.

Instituted Seeds of Hope grief support program in the Surgical Intensive Care Unit to provide comfort to families experiencing loss.

A peer defusing program was designed to provide early recognition and support of stressful events.

As part of the implementation of Relationship-Based Care, clinical educators and a primary nursing team developed and executed an education program and toolkit to aid in the implementation of primary nursing; successfully trained 279 nurses online and 647 nurses attended in-person sessions.

Entered into an IV Pump Management Program with Universal Health Services, which has reduced infection control pump violations while increasing pump utilization rates.

Dialysis Services established a Patient Advisory Board to help bring forth concerns.

The hospital’s wireless network was enhanced to provide full coverage for data, voice and real-time location tracking.
Home Care Team Provides Comprehensive Care

For St. Joseph’s Certified Home Health Care Agency, the numbers say it all. In 131,782 separate home visits in Onondaga and Cortland counties last year, St. Joseph’s Home Care provided skilled services for patients transitioning back to their homes from the hospital. While that number alone is impressive, the lower number is even more noteworthy. The agency achieved a lower average, both state-wide and nationally, for readmission to the hospital. In conjunction with Franciscan Health Support (Franciscan Companies’ Licensed Agency) and with a combination of focused education and exceptional service, the agency realized great results both on paper and in homes across 16 counties.

“The hard work and the skills of our staff identifies issues in the home so that patients can seek treatment early and take care of problems before they have to go the hospital,” says Melissa Allard, director of patient services for the Certified Home Health Care Agency.

The staff she credits with the continuing success of the agency includes not only skilled nurses, such as RNs and LPNs, but also: psychiatric nurses; physical, occupational, speech and respiratory therapists; medical social workers; registered dieticians; and specialized nurses focused on specific needs such as wound care and oncology.

Also among the long list of trained professionals are two on-staff chaplains. The spiritual care program is unique to the business of home health care. Allard credits these colleagues—a Sister of St. Francis and a protestant chaplain—with a type of care that often extends past the life of the patient. “The chaplains go out to visit upon referral or request and often make such strong connections that the families ask them to participate in the funeral services,” explains Allard.

A quick glimpse into the care and services offered by the agency reveals challenging work, and Allard’s team has proven they are up to any challenge. In 2010 Catheter-Associated Urinary Tract Infection (CAUTI) numbers started slowly rising. Allard and her colleagues addressed the issue directly, and for the second half of 2011, the rate remained at less than one per 1,000 catheter days, with more than 13,000 catheter days reviewed. The team rolled out an evidence-based approach to infection reduction that centered on staff education and a revision in the standard of care for patients with catheters. Focused and intentional changes kept patients comfortable at home and reinforced the importance of education within the agency.

Education is the driving force behind another initiative that the agency tackled last year. Management from St. Joseph’s Hospital and the Home Health Care Agency, together with St. Joseph’s nurses and physicians, collaborated to discuss strategies to assist patients in healing at home. As the team met monthly to discuss the integration of care between the hospital and the patient’s home, it quickly became clear that service coordination needed to start long before discharge.

“In order for people to successfully transition home they need to plan for their medications and the right support set up in the home prior to discharge from the hospital,” explains Brenda Ko, RN, manager for performance improvement and education for the Certified Home Health Care Agency. “Once they’re home we have already missed a big opportunity to ensure that patients can remain home safely.” The monthly meetings focused on discharge planning to define who will take the responsibility for the patient before they leave the hospital, and identify where the home care agency can step in most effectively when they get home.

The continual balance of skilled care with self-care, coupled with a commitment to education and excellence, promises more noteworthy results for the Certified Home Health Care Agency in 2012.
2011 HIGHLIGHTS

FINANCIAL SUCCESS — Demonstrate outstanding operational and financial performance.

- Golf Classic netted more than $227,206; Gala netted nearly $350,000.
- Foundation raised nearly $2.2 million for hospital programs and services, and secured the second largest single contribution from a living individual in St. Joseph’s history.
- Established automated television ordering system that is expected to generate additional revenue, reduce staffing and increase patient satisfaction.
- Reduced length of stay for surgical patients.
- Reduced the daily Alternate Level of Care census.

St. Joseph’s home care services is comprised of a wide range of highly skilled staff, including two chaplains, one of whom is Carol Manglos, seen here with a patient.
Taking care of a community requires a broad range of services and experience. Taking exceptional care of a community means collaborating with other caregiving organizations to share experience and sharpen service for the good of the patients. The latter model is exactly the mission of the complex care program that St. Joseph’s initiated in conjunction with Loretto Health and Rehabilitation Center last year.

Executives from St. Joseph’s and other regional hospitals conducted a study on “complex care” patients—those who averaged more than 25 days in one hospital admission. The study specifically sought out the reasons that these patients weren’t able to transfer from the acute care setting of the hospital to a sub-acute care setting such as Loretto. The most frequent reason was centered on specific acute care needs, such as a long-term IV antibiotics or specialized wound care. The specific needs required training for care management that was either not possible for the primary caregiver of the patient or wasn’t covered as a home health care service under insurance.

St. Joseph’s recognized the opportunity to provide its patients with a more comfortable environment and fiscally responsible option in sub-acute care settings. The complex care program was developed as a means to identify ways to develop sub-acute facilities to meet the specific needs of complex care patients. “We started by working with Loretto to develop a complex care program where we would help them with the training,” explains Mary Luziani, RN, director of case management services for St. Joseph’s. “Our staff would go over to Loretto and train them in specialties such as IVs, wound care and respiratory care. We help with policies and procedures and our physicians share their expertise and resources to provide them with the necessary training and care path procedures to address and care for this patient population.”

The complex care patient population is expected to shift from St. Joseph’s to Loretto by summer when the program is fully developed and training is complete. After an initial evaluation period of the new partnership, Luziani expects that the model can be developed in other sub-acute care centers such as Rosewood Heights Health Center and Iroquois Comprehensive Health Care Center.

The collaborative approach to managing long-term care isn’t new to either St. Joseph’s or Loretto. For nearly 15 years, the CareLink program has facilitated discharge of patients who require long term care services after an acute stay. Weekly meetings of CareLink representatives, the director of case management, a financial counselor (to provide support with Medicaid interfacing), representatives from area skilled nursing facilities, and other care specialists identify the needs of the patients and map out a plan for discharge and extended care.

Taking exceptional care of the community is at the center of the collaborative work that St. Joseph’s is doing with partners such as Loretto. As the range of services and collaboration changes over the coming years with initiatives such as the complex care program, St. Joseph’s dedication to ensuring the best care for patients is sure to remain the same.
St. Joseph’s is working with Loretto to develop a complex care program. From left to right are St. Joseph’sGeriatric Specialist Marty Pond, RN; Teresa Mosher, nurse educator, and Cheryl Coolican, director of admissions, both from Loretto; Stephen Swierczek, director of respiratory care, and Mary Luziani, director of case management, for St. Joseph’s.
Opening the Door to Comprehensive Primary Health Care

Comprehensive health care can sometimes mean more than a visit to a primary care doctor’s office. Specialists, lab technicians and other care providers play individual roles in the integrated needs of a patient. Addressing the points of integration is the motivation behind the “Open Door to Comprehensive Primary Health Care”—a movement that’s happening at St. Joseph’s Westside Family Health Center and also the name of the $6.6 million HEAL grant awarded to St. Joseph’s by New York State. The grant allows the centers to bring together the key pieces for comprehensive patient care and, by December 2014, the integrated services will all be under one roof.

The next two years will bring physical changes to the Westside Family Health Center, including structural updates inside the existing building and an expansion in the areas of treatment offered through the center.

Sandra Whittaker, director of primary care centers for St. Joseph’s, points to a great example of the benefits of integration planned for the Maternal Child Health Center Pediatric Office and St. Joseph’s Mental Health Services. “St. Joseph’s Outpatient Mental Health Services will add primary care services,” Whittaker explains. “When behavioral health issues can be handled with the primary care doctors, especially at an early age, behavioral problems can be addressed with coping mechanisms in concert with social workers. Getting the primary care doctor and the family involved takes care of the issue early so that it doesn’t become a cause for admission a few years later. By adding key services to an existing center, we can meet all the patient’s needs in a holistic way.”

The holistic approach will extend beyond the walls of the newly renovated offices and reach all the way into the home. One home outreach initiative set to launch this year focuses on keeping the community healthy by meeting them where they are. This key concept is the catalyst behind the partnership with West-side based Nojaim’s market and the anticipated launch of educational programs within the grocery store. Group classes on healthy eating and combating obesity will arm both children and adults with the real-world skills and decision making tools they need to take charge of their health at home before a health crisis occurs.

Commitment to the home health focus is also the reason that all the primary care centers applied for accreditation from the National Committee for Quality Assurance (NCQA). NCQA approval will mean that the centers have met three important goals of reducing cost, improving quality and enhancing the patient experience. Using models championed by the innovative NCQA program, the centers will improve delivery of primary care by focusing on integration of services to meet patient needs in the primary care setting and also foster good health habits in the home. For example, on-site dieticians can help diabetic patients manage their health through diet complimenting the care plan developed by the doctor in the same office.

Whittaker points to the important role of case managers in the primary care setting as the change-agent for the centers. “Case managers can identify and encourage prevention monitoring among the patient population,” she explains. “This can be as simple as making sure immunization schedules are followed.” Case managers will also follow up with patients to be sure they are following doctor’s orders and help them get the resources they need to manage chronic conditions.

From small changes, such as the grocery store discussion groups, to the large project of renovating the Westside Family Health Center, all the developments point to the same end goal. Empowering patients with the resources they need, both at their primary care doctor’s office and in the community, enables them to manage their health care in a preventive and personal way.

“Case managers can identify and encourage prevention monitoring... This can be as simple as making sure immunization schedules are followed.”

—SANDRA WHITTAKER, DIRECTOR OF PRIMARY CARE CENTERS
Dr. Raseefa Anwar performs a check-up on nine-month-old Chloe at the Maternal Child Health Center Pediatrics Office.
2011 HIGHLIGHTS

STRATEGIC GROWTH—Achieve superior performance and growth through investments in key service lines and markets.

- Established and executed new social media strategy using Facebook and Twitter to reach target audiences; two new blogs were created to share quality and orthopedic messages.

- St. Joseph’s Center for Wound Care and Hyperbaric Medicine added 1,500 square feet of space in an expansion to improve the current clinic flow and scheduling demands, and accommodate the growing need for wound care.

- Opened new, $6 million kitchen and launched on-demand room service for all patients.

- Successfully recruited 14 IT professionals in support of the strategic investment in information technology, including the continued migration to computerized provider order entry and electronic medical record, all part of health care reform.

- Weekend hours were implemented for selected support services to assist with patient flow.

- Mental health services further expanded its neighborhood programs, relocating its North LINK program to North Medical Center and committing to the addition of a school-based satellite location at Porter Elementary School in Syracuse.

- Realigned Construction Management of new Emergency Services Building, which open in February.

- Established 1-1 Observation Unit.

- Increased annual Mobile Crisis Outreach visits (community mental health based evaluations) to patients and families affected by mental illness by 44 percent (with no increase in expenses).

- The psychiatric emergency program reduced diversion/closure by 20 percent, improving access to medical emergency services.

- Increased inpatient surgical volume by nearly 800 procedures.
ST. JOSEPH’S AWARDS:

- **HealthGrades:**
  - Five-Star Rated for Treatment of Heart Attack – 3 years in a row (2010-2012)
  - Five-Star Rated for Valve Surgery
  - Joint Replacement Excellence Award™ – 2 years in a row (2011-2012)
  - Named America’s 100 Best for Joint Replacement
  - Ranked Among the Top 5% in the nation for joint replacement – 2 years in a row (2011-2012)
  - Ranked #4 in New York state for joint replacement
  - Five-Star Rated for joint replacement – 6 years in a row (2007-2012)
  - Five-Star Rated for total knee replacement – 6 years in a row (2007-2012)
  - Five-Star Rated for total hip replacement – 2 years in a row (2011-2012)
  - Vascular Surgery Excellence Award – 2 years in a row (2011-2012) [Ranked #1 in NY for Vascular Surgery in 2012]
  - Five-Star Rated for Vascular Surgery
  - Five-Star Rated for Carotid Surgery – 3 years in a row (2010-2012)
  - Five-Star Rated for Peripheral Vascular Bypass

- **National Research Corp.:** 2011/2012 Consumer Choice #1 Award for highest overall quality and image in the Syracuse area. (St. Joseph’s has earned this award 11 of the last 12 years.)

- **American Society for Metabolic and Bariatric Surgery:** Designated a Bariatric Center of Excellence

- **Excellus BlueCross BlueShield:** Blue Distinction Center for Cardiac and Orthopedic Care

- **Outcome Concept Systems:** St. Joseph’s Home Care and Hospitals Home Health Care cited as one of the top 500 performing home care providers in the United States

- **National League for Nursing Accrediting Commission:** St. Joseph’s College of Nursing (five-year national accreditation)

- **American Association of Critical-Care Nurses:** Beacon Award for excellence in critical care nursing for both the Medical and Surgical Intensive Care Units

- **Hospitals & Health Networks (journal of the American Hospital Association):** St. Joseph’s Hospital Health Center named one of the nation’s “100 Most Wired” hospitals.

- **Press Ganey:** 2011 Summit Award for Patient Satisfaction (Outpatient Surgery Centers)

- **Aetna:** Institutes of Quality (IOQ) designation for: Cardiac Medical Intervention, Cardiac Surgery, and Rhythm Disease Diagnosis & Treatment.

- **American Association of Respiratory Care:** Quality Respiratory Care Recognition for 2011

- **CenterState CEO:** NonProfit Business of the Year for 2011

- **CenterState CEO:** Economic Champion – Oct. 20, 2011
For years St. Joseph’s Hospital Health Center has served those most in need, including individuals with nowhere else to turn. Our founder, Blessed Marianne Cope, started a tradition in 1869 of caring for those most in need. In her time, she was a trailblazer, insisting that the hospital care for all regardless of their religion or lot in life. Honoring with reverence the dignity of the human spirit, the hospital continues this tradition.

Today, as I think about Blessed Marianne Cope, who will be canonized a Saint on October 21, I am reminded of other activities that she and her fellow Sisters wove into the heritage of St. Joseph’s. For example, to ensure there were adequate financial resources to carry out their mission, the Sisters held “Donation Day” each year on the day after Thanksgiving. This was a time for them to call on the community to offer whatever they could to support St. Joseph’s mission of service. Because history tells us that some years were financially leaner than others, I’m sure there were times it must have been difficult for people to give. Nevertheless, they continued to assist the hospital and the care it provided to the residents of our community.

That steadfast dedication remains today, with our many donors who give so generously year after year, more than $11.2 million in 2011. In fact, this year St. Joseph’s Hospital Foundation was blessed to receive the two largest individual donations in the history of our organization!

We are very appreciative to Samuel and Carol Nappi and Dr. A. John Merola for their inspiring examples of commitment to family, community and excellent health care for all.

I am especially thrilled to report that the Generations Campaign for St. Joseph’s Hospital’s facility expansion reached an important milestone in 2011—crossing the halfway mark of $15 million toward the overall goal. Attainment of 51 percent of the campaign goal is an exciting achievement, giving all of us renewed energy for the challenge ahead.

We walk in the footsteps of those who came before us and I think the Sisters would be proud. Equally so, they would be deeply grateful for the thoughtful generosity and service of our numerous supporters. Thank you.

Sincerely,

Margaret R. Martin
Vice President
St. Joseph’s Hospital Foundation
More than $4.8 Million in Grant Funding Awarded to St. Joseph’s in 2011

Hospital programs and services enhanced by 28 grants from government, corporate and foundation sources

St. Joseph’s Hospital Health Center was awarded $2.5 million through the Empire State Development Corporation. The funding is part of a larger award of more than $103 million to the Central New York region through the governor’s Regional Economic Development plans. The grant will be used toward the next stage—Phase 2B—of the hospital’s expansion, which will include a state-of-the-art surgical suite with 14 operating rooms and a 25-bed post-anesthesia care unit, along with new private patient rooms, medical and surgical intensive care units, and a greenway corridor to North Side businesses.

St. Joseph’s has the largest green roof on any health care facility in the state, thanks to an earlier pledge from Kopp Billing Agency and The O’Connor Family and a recent grant of $712,500 from the New York State Environmental Facilities Corporation’s Green Innovation Grant Program. Built atop the new Emergency Services Building, the 50,000 square-foot vegetative roof reduces storm water runoff into the municipal storm sewer by an estimated 550,500 gallons per year and is one example of the local initiatives that led the Environmental Protection Agency to name Onondaga County and Syracuse among the top 10 green communities in the nation.

New York State Energy Research and Development Authority (NYSERDA) issued a $150,000 grant award to partially fund St. Joseph’s Transportation Demand Management Program. The hospital, in conjunction with C&S Engineers, Inc., will undertake the program as a way to shift transportation demand from single-occupant vehicles to carpools, vanpools or other energy-efficient transportation alternatives. This will help reduce parking demand on campus while contributing to a decrease in greenhouse gas emissions in the region.

St. Joseph’s was awarded $42,016 through the New York State Health Workforce Retraining Initiative to develop a Critical Event Core Competency program for registered nurses working in Critical Care, Emergency and Surgical units to refresh their skills in managing crisis events such as lethal arrhythmias and heart attacks.

The Pfizer Medical Education Group awarded a grant of $26,850 to enhance care for patients of St. Joseph’s Family Medicine Center. Faculty and resident physicians will utilize disease registry software to conduct evidence-based research to establish quality of care benchmarks for chronic diseases such as diabetes.

St. Joseph’s LINK (Leading, Integrating and Networking for Kids) program received a $10,000 grant from the Citizens Bank Foundation. Serving school-age children and their families in the East Syracuse-Minoa Central School District and the North Syracuse Central School District, LINK offers highly innovative programming that will be enriched through this funding.
The **J.M. McDonald Foundation** awarded $10,000 toward construction of a 14-bay ambulance entrance, allowing better patient flow into the new Emergency Department. This is especially important since St. Joseph’s receives more ambulance transports than any other area hospital.

The **Central New York Affiliate of Susan G. Komen for the Cure** awarded a grant of $18,260 to St. Joseph’s Lymphedema Education and Prevention from Stage 0 Program, which works to prevent, delay and reduce the progression of lymphedema that may occur as a result of breast cancer treatment.

**Bank of America Charitable Foundation** gave $35,000 toward a green construction transitional job experience program developed by the Northside Urban Partnership. The grant enabled participants to work on green components of St. Joseph’s expansion, gaining valuable work experience with a local contractor.

Bedside mobile workstations, or BMWs, are computers-on-wheels that allow nurses to access a patient’s electronic medical record at the bedside, enter vital signs into the record and dispense medication. The **Flora Bernice Smith Foundation** granted $17,500 toward BMWs for the Post Anesthesia Care Unit and **Bristol-Myers Squibb Company, Syracuse Operations**, gave $5,000 toward BMWs for the Observation Unit.

St. Joseph’s Maternal Child Health Center (MCHC) promotes childhood literacy through the national **Reach Out and Read** program, which contributed nearly $1,000 in books this year so pediatricians could give each child a new book to take home. In addition, MCHC and the Family Medicine Center receive generous donations of children’s books from the **Ella Fitzgerald Charitable Foundation**.

St. Joseph’s has the largest green roof on any health care facility in the state. The 50,000 square-foot vegetative roof sits atop the new Emergency Services Building.
In the decades since St. Joseph’s Hospital was founded in 1869, technology has changed, the facility has changed, the demographics of patients have changed, even the diseases and conditions we treat have changed. Across the generations, however, St. Joseph’s commitment to our community and excellence in patient care has not wavered.

To meet the growing health care needs of our region, the hospital is in the midst of a multi-phase plan to modernize and expand its facility. In support of Phase 2 of the plan, St. Joseph’s Hospital Foundation is engaged in the Generations of Compassion, Healing, Innovation capital campaign.

Building on prior gifts from the Auxiliary of St. Joseph’s Hospital Health Center, Inc., our employees, and a number of businesses, foundations and individuals, the campaign marked a significant achievement in 2011. By year-end, the Generations campaign had passed the halfway point, with $15.2 million in gifts and pledges.

We thank all who have given to the campaign and invite those who haven’t to join in this historic effort—the largest project of our generation—advancing St. Joseph’s mission of service and helping to provide a higher level of care for the residents of Central New York.

For more information and updates on the Generations capital campaign, visit the website at www.generationscampaign.org.

The Generations Campaign helps to support today’s advanced medical technology, such as the new General Electric HD750 CT Scanner, the first of its kind in Central New York. The scanner uses a different type of image detector, which requires 50 percent less radiation. The resulting high-definition, three-dimensional image helps clinicians accurately and safely diagnose patients.
An Historic Gift

Samuel and Carol Nappi recently made history at St. Joseph's Hospital Health Center when they donated the single largest contribution from an individual donor in the organization's history. Their naming gift helped to fund the new Ralph and Christina Nappi Emergency Services Building, which opened February 1. The Nappis hope their gift will help recognize the lives and life lessons of Sam’s parents, Ralph and Christina Nappi, and it speaks about the care the elder couple received from St. Joseph’s physicians and nurses over the years. According to Sam, his parents taught him and his family the importance of helping others without expecting anything in return. They led by example, showing that if you give back, you also get back. St. Joseph’s is proud to know the Nappi family and grateful for their generous support of St. Joseph’s.
College Corner

- St. Joseph’s College of Nursing, in March 2011, was granted continuing accreditation by The National League for Nursing Accrediting Commission (NLNAC) which is responsible for the specialized accreditation of nursing education programs. The College is presently a candidate for initial accreditation by the Middle States Commission on higher Education (MSCHE) which is the unit of the Middle States Association of Colleges and Schools that accredits degree-granting colleges and universities in the Middle States region. Also, the College’s faculty have been preparing to transform the present curriculum and redesign nursing education to address the profound changes in nursing and the health-care industry.

- The 111th annual graduation ceremony was held on May 25. The associate degree in applied science with a major in nursing was conferred on 107 students. Sixty-two completed the school’s Weekday Option and 35 completed the Weekend Option. Ten students returned from the Fall 2010 graduating class to participate in commencement. Students participating in St. Joseph’s Dual Degree Partnership with Le Moyne College receive their associate’s degree in nursing from St. Joseph’s and then continue their studies at Le Moyne, receiving their bachelor’s degrees in another year. U.S. Rep. Ann Marie Buerkle (NY-25), a 1972 graduate of the College of Nursing, addressed the graduates.

- St. Joseph’s College of Nursing became the latest college to join the Say Yes to Education Higher Education Compact, by agreeing to offer free college tuition to Syracuse City School District graduates who meet residency and college entry requirements beginning in 2012. St. Joseph’s College of Nursing joins nearly 100 colleges and universities currently in the Say Yes to Education Higher Education Compact.

- Students and graduates were the recipients of more than $30,000 in award and scholarship money. These awards and scholarships were made possible by donations from individuals and fundraising by the College of Nursing. In addition the Auxiliary of St. Joseph’s Hospital Health Center, Inc., awarded two full scholarships totaling $44,998.50, and the Alumni Association of St. Joseph’s College of Nursing awarded three partial scholarships totaling $11,750.

- The Auer Family Foundation awarded $3,750 to purchase lifelike pregnancy, childbirth, neonatal, and ostomy models and simulation equipment for the Clinical Learning Lab at St. Joseph’s College of Nursing. This equipment gives students the opportunity to gain hands-on experience in order to be better prepared when faced with real patients in the clinical setting.

- Students and faculty participated in the American Heart Association—Syracuse Heart Walk, Leukemia and Lymphoma Society—Light the Night Event and the Susan G. Komen Race for the Cure just a few of the community events, students, faculty and staff support.
Auxiliary 2011 Highlights

- In November, the Auxiliary presented its first FOLLIES, “St. Joseph’s Gets the Show on the Road.” More than 75 people from the hospital staff, auxiliary, as well as community members were involved with the show either on stage or behind the scenes. An additional 750 more came out to support the Follies, which was held at the Sisters of St. Francis’ facility, the Gingerbread House.

- The Auxiliary’s annual gift to St. Joseph’s was presented at the annual meeting in May in the amount of $262,000 and reflects the second payment to fulfill the Auxiliary’s $1 million pledge to the Generations capital campaign. This amount represents revenue from the Hospital Gift Shop, Baby Photo program, Coffee Bar, patient telephone and television services, Follies, and a number of book fairs.

- Two full tuition scholarships, the Sister Wilhelmina scholarship and the Sr. Mary Obrist scholarship, were awarded to two students attending St. Joseph’s College of Nursing.

- 750 backpacks, filled with school supplies were distributed through the “Operation Backpack for Our Kids” program to children who receive their school physicals at St. Joseph’s outpatient primary care centers. In addition, the Auxiliary purchased books for staff at Westside Family Health Center to distribute to children birth to age 12, who visit the clinic for their annual wellness checkups.

- The Ellen Needham Fund honors the memory of little Ellen Needham, daughter of Dr. and Mrs. Dwight Needham. Ellen died in a tragic accident in 1948. Donations are received from those who wish to memorialize someone who is deceased or to honor the living. A Mass is said annually for those names in the Ellen Needham Fund and those deceased members of the Auxiliary of St. Joseph’s Hospital. Through the funds donated, art supplies, creative materials, stuffed animals and toys are purchased to benefit the children in the St. Joseph’s Emergency Department, the Westside Family Health Center and the Psychiatric Emergency Program. The Ellen Needham Fund also supports the literacy programs of the Maternal Child Health Center, Westside Family Health Center and the Intensive Care Nursery by providing new books that are given to the children and babies at the time of discharge.

- The Auxiliary continues to provide a variety of services within the hospital, including managing the volunteers at the main information desk and surgical waiting room, operating the Hospital Gift Shop, and providing free television and telephone to palliative care unit patients.
In 2011, donors to St. Joseph’s Hospital Health Center Foundation contributed generously to help physicians and nurses make a difference in our community. Listed are cash donations received between January 1 and December 31, 2011.
## $300,000 and up

- Mr. and Mrs. Samuel G. Nappi

## $400,000 – $299,999

- Anonymous
- Auxiliary of St. Joseph’s Hospital Health Center, Inc.
- CNY Infusion Services, LLC
- Franciscan Companies
- Ms. Frances A. Gibbons
- M & T Bank
- Mr. and Mrs. Francis R. O’Connor

## $8,000 – $39,999

- Mr. and Mrs. James H. Abbott
- Atlas Health Care Linen Services
- The Bank of America Charitable Foundation, Inc.
- Brown & Brown Empire State
- Byrne Dairy, Inc.
- Mrs. Sharon Cavanaugh
- Citizens Bank Foundation
- Mr. and Mrs. Keith Civil
- Coca Cola Bottling Co., Inc.
- Costello, Cooney & Fearon, PLLC
- Mrs. Therese M. DeFuria
- The Dorothy and Marshall M. Reisman Foundation
- Mr. and Mrs. W. J. Drescher, Jr.
- Excellus BlueCross BlueShield, Central New York Region
- Flora Bernice Smith Foundation
- Fust Charles Chambers LLP
- Hancock & Estabrook, LLP
- The Hayner Hoyt Corp
- Hess Corporation
- Hueber-Breuer Construction Co., Inc.
- IBEW Local 43
- J. M. McDonald Foundation, Inc.
- Key Bank
- King & King Architects, LLP
- Kinney Drugs, Inc.
- Mr. Kenneth G. Klobus
- Laboratory Alliance of Central New York, LLC
- Lockheed Martin Employees Federated Fund
- Loretto
- Dr. A. John Merola
- Mr. and Mrs. John J. Murphy, III
- Nephrology Hypertension Associates of CNY, P.C.
- Mr. and Mrs. John O’Connor
- Mr. and Mrs. Patrick O’Connor
- Robert H. Law, Inc.
- Mr. and Mrs. Joseph Romano
- S.J. Thomas Company, Inc.
- SJH Cardiology Associates
- Mr. E. Carlyle Smith
- Susan G. Komen for the Cure
- Syracuse Orthopedic Specialists, P.C.
- SYSCO Syracuse, LLC
- Team Health East
- United Way of Central New York
- Mr. and Mrs. John O’Connor
- Mr. and Mrs. G. John O’Connor
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Lake Country Dental
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Meggesto, Crosetts & Valerino, L.L.P.
Mrs. Anne L. Messenger
Ms. Katherine J. Mueller
Mr. Martin Mulderig
Mr. Mark Murphy
Ms. Kimberley Murray
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Mr. Jamie Nicolosi
Dr. Katsuchka Nunez Willoughby
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Onondaga Flooring, Inc.
Dr. and Mrs. Joel Potash
Ms. Jill Potter
Ms. Rose Ann Procopio
Mrs. Susan Riley-Waldron
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Dr. Hassan S. Shukri
Signage Systems
Dr. and Mrs. Russell Silverman
Mr. Chris Snow
Mr. and Mrs. Robert B. Stark, Jr.
Ms. Mary Studdiford
The Summit Dental Group, P.C.
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Ms. Nancy Thompson
Ms. Tara J. Tiffet
Carol and Robert Triggs
Ms. Maureen K. Tuck
Mrs. Mary Ann Wafer
Mr. Adan Warfa
Mrs. Deborah Welch
Ms. Elizabeth J. Wise

Ms. Tamela DeSimone
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Ms. Kathy Donlick
Ms. Barbara L. Dougherty
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Edco Sales, Inc.
Ms. Carolyn J. Eich
Ms. Mary Clare Ehde
Karl and Patricia Engelbrecht
Ms. Mary H. Esposito
Honorable Joseph Fahey and Ms. Terri Bright
Ms. Diana Farneti
Mr. Mike Fifield
Mr. and Mrs. Peter Finn
Mr. Doug Firpo
Mr. John Flas
Mr. Kevin Flegal
Mr. Carl Foriero
Ms. Gloria Fox
Francis House
Ms. Nancy Frazier
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Mr. Fred L. Galletti
Mr. and Mrs. Joseph J. Geglia
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Lyons Dentistry
Dr. John A. Lyons
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Mr. Gary Mayne
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Mr. Ronnie A. McIntyre, Jr.
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Dr. Betsy McNally
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Ms. Margaret Mills
Mr. Sean Mills
Ms. Teresa Moroz
Ms. Catherine Mucenski
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Mr. Gary Richter
Mr. William Rigall
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St. Joseph’s Day Awards

St. Joseph’s Hospital Foundation paid tribute to supporters at the 21st annual St. Joseph’s Day Appreciation Breakfast held March 17, 2011, at The Genesee Grand Hotel in Syracuse. St. Joseph’s hosts the breakfast annually to recognize major supporters and advocates of the hospital. Hospital President and CEO Kathryn H. Ruscitto presented St. Joseph the Worker awards to Dr. Charles and Mrs. Kathleen Elliott and the International Brotherhood of Electrical Workers (IBEW) Local 43/National Electrical Contractors Association (NECA) Finger Lakes Chapter.
Circle of Caring

This program offers several membership levels as well as a number of benefits and opportunities for recognition. In addition to being listed in the annual report and on a Donor Honor Roll in the hospital’s main lobby, members of the Circle of Caring are invited to our special St. Joseph the Worker Breakfast. In 2011, donors contributed more than $47,800 to the Circle of Caring campaign.

Circle of Excellence
$10,000 and above
A. John Merola, M.D.

Circle of Compassion
$5,000 to $9,999
Dr. and Mrs. Ronald Caputo
Dr. Pam Horst and Dr. Tom Dennison

Circle of Stewardship
$2,500 to $4,999

Circle of Service
$1,000 to $2,499

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Msgr. Ronald C. Bill
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Ms. Ann Gloska
Zarkpa Glotto
Mr. and Mrs. Robert Godsen
Three Walkways of Caring offer peaceful venues for patients and visitors. St. Francis Garden is located at the front of the hospital while Caritas Park is located in front of the College of Nursing. The Walk of Valor, at the flagpole in front of the hospital, pays tribute to veterans, reservists and active military personnel.

Inscribed bricks and benches honor personal heroes and departed loved ones. In 2011, more than $12,000 was raised to support programs throughout St. Joseph’s network of services.
St. Joseph’s Nets Nearly $350,000 at Annual Gala Fund Raiser

St. Joseph’s Foundation hosted its annual black tie optional gala dinner dance on June 3, 2011. The event, which netted nearly $350,000, was held at the Turning Stone Resort & Casino with a “green and silver eco-chic” theme. The theme celebrated the first stage of one of the largest green building projects in Upstate New York – St. Joseph’s emergency services building – as well as the 20th year of successful galas held to support St. Joseph’s many programs and services. Presenting sponsor was Central New York Infusion Services, LLC; gala co-chairs were Drs. Susan Merola-McConn and Mark McConn, and Dr. Alan and Mrs. Deborah Simons. Proceeds from the gala support St. Joseph’s programs and services.
The following donations were given “In Honor” as a tribute to an admired individual or “In Memory” of a special loved one. We thank these thoughtful contributors.

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Ms. Darlene D. Beeman

In honor of

Carl Adami
Ms. Stacey Adami

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Carmella Barbarino
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Ms. Pamela Blair

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Mr. Robert Brunette

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Mr. Ronald Boyer

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In memory of
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Ms. Mary Anne O. Garafalo

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Ms. Cynthia Gersch-Cianfava no
St. Joseph’s Golf Classic Nets $227,206

St. Joseph’s Foundation hosted its 19th annual Golf Classic on Sept. 9, 2011, at the Turning Stone Resort and Casino. The event netted $227,206 for enhancing patient care through the support of St. Joseph’s nationally recognized programs and services. The presenting sponsor of the 2011 tournament was Franciscan Companies, an affiliate of St. Joseph’s.
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Ms. Nancy K. Muncy

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Ms. Carol Murnane

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Ms. Juliann M. Nedell

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Ms. Doreen M. Moltrup

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Hancock, Jr.  

50
**ST. JOSEPH’S HOSPITAL FOUNDATION STATEMENTS OF OPERATIONS**

<table>
<thead>
<tr>
<th>Foundation Revenue</th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising, including program services and events</td>
<td>915,387</td>
<td>868,728</td>
<td>828,065</td>
<td>964,276</td>
</tr>
<tr>
<td>Increase in Restricted Funds</td>
<td>10,040,151</td>
<td>4,060,087</td>
<td>4,532,940</td>
<td>1,180,667</td>
</tr>
<tr>
<td>Investments</td>
<td>328,047</td>
<td>2,241,765</td>
<td>2,627,808</td>
<td>(4,348,748)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>11,283,585</td>
<td>7,170,580</td>
<td>7,988,813</td>
<td>(2,203,805)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising, including program services and events</td>
<td>504,772</td>
<td>531,746</td>
<td>653,753</td>
<td>461,250</td>
</tr>
<tr>
<td>Operations</td>
<td>496,741</td>
<td>545,080</td>
<td>724,228</td>
<td>676,990</td>
</tr>
<tr>
<td>Donations to St. Joseph’s Hospital Health Center</td>
<td>12,400,366</td>
<td>3,099,860</td>
<td>201,066</td>
<td>1,343,823</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>13,401,879</td>
<td>4,176,686</td>
<td>1,579,047</td>
<td>2,482,063</td>
</tr>
</tbody>
</table>

| Increase (Decrease) in Net Assets                       | (2,118,294) | 2,993,894  | 6,409,766  | (4,685,868) |

| **Total Net Assets**                                    | 22,171,207 | 24,289,501 | 21,295,607 | 14,885,841  |

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Investments
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Fundraising, including program services and events
Operations
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