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

Core 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.

Affirmed by St. Joseph’s Board of Trustees May 6, 2009

Changes to the Mission Statement
St. Joseph’s underwent a mission re-articulation process in early 2009 to reaffirm its mission to the community it serves. In addition, the organization sought to restate its mission so that it would be more concise and easier for employees to understand, remember and share. Nearly 2,200 employees participated in the re-articulation process, which was completed May 6, the 140th anniversary of St. Joseph’s founding. Through the remainder of 2009 and into 2010, the entire network of employees will be fully educated on the mission and how it identifies the hospital’s commitment to the community it serves.

Introduction
This Community Service Plan is prepared as outlined in the New York State Health Care Reform Act of 1996 (amendment to Section 2803-L of the Public Health Law adopted by the New York State Legislature in July 1996). The information contained in this report is intended to update our community regarding St. Joseph’s performance in fulfilling our mission, gathering community views, meeting the health care needs of our community, improving access to health care services by those underserved, and providing charity care.
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Overview of St. Joseph’s Hospital Health Center

St. Joseph’s Hospital Health Center is a 431-bed comprehensive medical care institution dedicated to providing quality health care to the residents of 16 counties in Central New York. St. Joseph’s and its ambulatory programs, mental health services, home care and Franciscan Health Support are accredited by the Joint Commission. 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 22,000 annually. Outpatient visits throughout the St. Joseph’s network number 581,000 a year. The Hospital’s busy emergency department records more than 50,000 visits a year. St. Joseph’s annual operating budget is $435 million.

The Hospital’s medical staff of more than 840 is comprised of physicians, dentists and midwives representing a broad spectrum of specialties. In addition, more than 200 clinical affiliates, including physician assistants and nurse practitioners, are credentialed to assist the medical staff. More than 3,100 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.

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; and Tobacco Cessation Center. In addition, the Society for Chest Pain Centers has certified St. Joseph’s as a Chest Pain Center.

St. Joseph’s holds the nation’s highest honor for nursing services - Magnet Recognition for Excellence in Nursing from the American Nurses Credentialing Center. St. Joseph’s is the first hospital in Upstate New York and one of 281 hospitals in the country to receive the recognition. Its intensive care units are both Beacon Award winners for critical care nursing excellence. As an integral part of Syracuse and the Central New York community for 140 years, St. Joseph’s provides quality care compassionately to the sick and injured.

Franciscan Management Services, Inc.

Franciscan Management Services, Inc., is an affiliate of St. Joseph’s Hospital Health Center. It provides management oversight and consulting services to physician offices and home medical equipment companies. It also assists St. Joseph’s in providing ancillary health care services to patients, as well as those who are referred by physicians and other health care facilities. Those service organizations include:

**Franciscan Health Support, Inc.** – 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.

**Health Care Management Administrators (HCMA)** – provides management services to physician practices, as well as medical coding and compliance audits for physician practices and St. Joseph’s Hospital Health Center.

**Joint ventures/collaborations** – including Lourdes Health Support in Binghamton, St. Elizabeth Health Support in Utica, Loretto Health Support, Hospitals Home Health Care in Oswego County, Kinney Drugs at Franciscan, and CNY Infusion.
Hospital Service Area

While St. Joseph’s serves a 16-county area, the majority of patients live in Onondaga County, and many within the city of Syracuse. Onondaga County has 458,336 residents, of which 147,306 live in Syracuse. Within the county, non-Hispanic Whites comprise 84.7 percent of the population, African-Americans make up 9.4 percent, Latinos 2.4 percent, Asians 2.1 percent, and Native Americans 0.9 percent. The city of Syracuse is home to 87 percent of Onondaga County’s African-American residents, which is 25 percent of the total city population. The Latino community makes up five percent of the city’s inhabitants. According to the 2000 Census data, eight percent of Syracuse residents report being foreign born however that number is likely higher today due to an increase in refugee populations from African countries as well as Russia, Ukraine and Vietnam. To determine the 15-county service area, an analysis of zip codes of patient discharges is performed annually.

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
- 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

**Specialty Outpatient**
- 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 Fast Track®
- Primary care, including family medicine, 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, including Central New York’s only overnight stay program at the Northeast Surgery Center
- 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
Public Participation

Participants

To determine community needs for health care in our service area, the following activities and reports contribute valuable information:

- Surveys administered to hospital groups, community leaders and discharged patients;
- Interviews with community, business, political and religious leaders, and local employees;
- Focus groups of active medical staff and employees;
- Surveys and focus groups of discharged patients, focusing on staff sensitivity to the inconvenience of hospitalization.
- Service on boards of various health and community organizations;
- Representation of the community on our Board of Trustees, Foundation Board, Physicians Emeritus Council, Auxiliary, and Council of Advisors;
- Staff participation with various health and community organizations; and
- Local, state and federal publications from such sources as the Onondaga County Health Department, Iroquois Healthcare Association, Healthcare Association of New York State, New York State Department of Health, and the U.S. Department of Health and Human Services.

In June 2007, St. Joseph’s, in conjunction with Syracuse University’s Maxwell School of Citizenship and Public Affairs, conducted a comprehensive environmental scan to assess community need in St. Joseph’s service area. Findings included:

- Refugees continue to be an under-served population that needs more focused attention and support.
- Poverty rates continue to rise, which coincide with lack of health insurance coverage, specifically with regard to race and ethnicity.
- Access to care continues to plague underserved and uninsured populations, including access to mental health services, prenatal care, dental care and primary care.
- Obesity is a significant national trend impacting St. Joseph’s service area, particularly among children. There are several reasons for this, including the fact that cultural perceptions among refugee populations are that larger children are healthier children. As such, these populations find plentiful food sources that are not always the healthiest.
- Barriers to access include lack of transportation, language, inadequate health insurance coverage, and lack of providers.

In addition, St. Joseph’s conducted a community perception study in fall of 2008, which gathered valuable information about the community’s perceived healthcare needs, as well as other data pertaining to hospital and health care in general. The survey was communicated to the public through the website, a postcard mailing and direct phone calls to participants. Findings included:

- The top mentioned unmet community needs include: preventive care, pediatric care, ER/Urgent care, elder care and mental health
- Local hospitals can better serve the community through emergency services improvements, more public information, communication and outreach, lower costs, improved hospital parking and less redundancy of services
Assessment of Public Health Priorities

Through the Hospital Executive Council, St. Joseph's works with other Syracuse hospitals to address the community's health care needs, particularly in the areas of quality of care, case management and resolving system issues, such as emergency department diversions. Within our limited financial and human resources, St. Joseph's is philosophically and operationally committed to providing quality health care to the members of our community, as expressed in our mission. Because one hospital cannot be all things to all people, St. Joseph's has focused on the following health care needs, as well as others not specifically identified. Please note these areas of focus are in line with the community health care needs outlined in the Onondaga County Health Department's Public Health Priority Areas, as well as the Healthy People 2010 Prevention Agenda Priorities.

- Access to Quality Health Services
- Educational and Community-Based Programs
- Maternal, Infant, and Child Health
- Mental Health and Mental Disorders
- Heart Disease and Stroke
- Respiratory Diseases
- Tobacco Use
- Chronic Kidney Disease
- Diabetes
- Oral Health

Access to Quality Health Services

St. Joseph's is committed to providing access to health care services to all people according to its mission and Franciscan health care tradition.

Phase Two – Facilities Master Plan: St. Joseph's is preparing for increasing patient volumes in the future. In 2008, it commenced planning for phase two of its facilities master plan, which will take the hospital into the 21st century and beyond. The plan calls for the expansion of its medical and psychiatric emergency departments, new operating room suites and a patient tower with private medical/surgical rooms. The project, estimated to cost nearly $220 million, is scheduled to begin in late 2009, after approval from the New York State Department of Health.

Underserved Populations

Refugees: Syracuse is home to thousands of refugees from all over the world with approximately 150 new immigrants coming to the area every year. The Refugee Assistance Program, a subsidiary of Catholic Charities, and the Refugee Resettlement Center at Interfaithworks are the two groups responsible for resettling these populations. They report working with Somali, Sudanese, Vietnamese, Cuban, Burmese and Liberian refugees, along with a growing number of Burundian refugees, as well. There are increasing numbers of Russian and Ukrainian refugees who are served at the Westside Family Health Center. Nearly 60 percent of these refugees go without health insurance.

St. Joseph's is responding to the specific needs of the refugee population in several ways. For example, because these groups typically need a health care facility close by, St. Joseph's neighborhood primary care centers offer the most opportunity for their health care. At the Maternal Child Health Center and Family Medicine Center, both located on Syracuse's north side, many Vietnamese residents are patients. There are specific days during which Vietnamese interpreters are on hand to help with translation. Similarly, a number of Latino residents are served by St. Joseph's Westside Family Health Center.

In addition to health care services, St. Joseph's offers vocational assistance through its Limited English Proficiency and Contextualized Learning in the Workplace program. Instructors come to the work place to work with employees who are limited in English proficiency. This assists the many St. Joseph's employees, most of whom are refugees, who have language barriers.
Un- and Underinsured: In addition to the refugee populations, there are thousands of people in Central New York who either lack health insurance or are under-insured. As a result, they often live without adequate health care. Health insurance is directly related to income level. Because African American and Latino populations are three times more likely to live in poverty than Whites, these particular populations are most at risk.

St. Joseph’s is one of the largest provider of health care services to the un- and underinsured through its mission based primary care centers. The hospital’s Financial Counseling Unit assists patients in paying for their health care.

Home Care—St. Joseph’s Certified Home Health Care Agency and Franciscan Health Support: The St. Joseph’s Hospital Health Center network offers in-home services to a diverse population through its affiliate organization, Franciscan Health Support, and the hospital-owned St. Joseph’s Certified Home Health Care Agency. Home care helps patients transition from hospital to home and supports people who are at home by providing services they need to avoid readmission to the hospital or a nursing home. Nearly 146,000 patients were able to remain in the comfort of their own homes last year because of the services provided by these two agencies.

Our Certified Home Health Care Agency is ranked among the top 100 home care agencies in the nation and provides such services as skilled nursing; physical, occupational, and speech therapy, home health aide and personal care services; social services; and nutritional care. Franciscan Health Support offers home health aide and personal care services, skilled nursing, and medical equipment.

Together, the two agencies combine forces to provide the best possible care to those they serve, often those in the community who are most at need, including the elderly, homebound, acutely ill, or dying.

The need for home care services in the community has increased greatly due to the expanding elderly population, the ever-shortening hospital stay, and nursing home diversion initiatives and our agencies continue to increase efforts to meet this demand and the needs of the community.

Lifeline: Through Franciscan Management Services and Loretto, St. Joseph’s provides Lifeline service to more than 1,200 community residents, including at risk and elderly individuals. Lifeline participates in several employee health and wellness fairs each year, targeted at bringing fall prevention and safety information to caregivers of seniors. In addition, the agency helps increase awareness of the risk and cost of falls for the health care professional.

Primary Care Centers
Committed to improving access to health care services for those who are underserved, St. Joseph’s has established primary care sites in areas where many of these individuals live. This helps address a known barrier, which is access to transportation for those without insurance or who use Medicaid.

Westside Family Health Center: The Westside Family Health Center primarily serves patients of all ages from Syracuse’s near West side. The bi-lingual staff provides obstetrics, gynecological care, pediatric well and sick visits, immunizations, physical exams, blood draws, nutrition and financial counseling, and referrals to specialists, as needed. Physicians are available 24-hours-a-day, seven-days-a-week.

The Center saw 7,700 patient visits in 2008. Many families come from Cuba, Puerto Rico, Ukraine, Somalia, Sudan, Bosnia and Burma and 85 percent of patients are non-English speaking or have limited English proficiency. The patient population is 44 percent Hispanic, 22 percent African-American, and two percent Native American. Seventy-three percent of patients are Medicaid, Medicare or self-pay.

The Westside Family Health Center, located at 216 Seymour St., Syracuse, is open from 8 a.m. to 5:30 p.m. Monday, Tuesday, Thursday and Friday; and Wednesday from 9:30 a.m. to 6 p.m. For more information or for an appointment, call 703-2600.

Maternal Child Health Center Obstetric and Pediatric Offices: Located at 516 Prospect Ave., Syracuse, St. Joseph’s Maternal Child Health Center specializes in women’s health care. In addition to physicians, a physician’s assistant, nurse practitioner and registered nurses provide pregnancy care and gynecological services. Lab services, WIC assistance, PCAP applications, fetal testing and sonograms, social services, nutritional counseling, financial counseling and phlebotomy are also available at the Maternal Child Health Center OB/GYN office. At the Pediatric Office, health and family education and mental health screenings are also available, as well as an initiative to improve child literacy through the Reach Out and Read program.
There is a strong connection between pre- and post-natal care from outpatient obstetrics to inpatient maternity and newborn services and then back to outpatient obstetrics and pediatric services. Seventy-three percent of MCHC patients are Medicaid, Medicare or self-pay. A large percentage of patients are Vietnamese.

The Maternal Child Health Center OB/GYN office, which saw 7,600 patient visits in 2008, is open from 8 a.m. to 4:30 p.m. Monday through Friday for gyn/ob routine and acute appointments. For more information or for an appointment, call 703-5200.

The Maternal Child Health Center Pediatrics office, which saw 15,500 patient visits in 2008, is open from 8:30 a.m. to 5 p.m. Monday through Friday for pediatric services for patients up to age 17, well-child visits, sick visits, immunizations, physical exams and referrals to specialists, as needed. Nutrition and financial counseling also are available and social workers are on site. For more information or for an appointment, call 703-2700.

**Family Medicine Center:** Located on the hospital campus, St. Joseph’s Family Medicine Center is available to provide all the health care needs of families, including prenatal, pediatric and adult care. Services include 24-hour physician coverage, obstetrics, caring for children, women’s health, care of hospitalized patients, and office care for most medical problems, as well as family therapy counseling, mental health screening, lab services, WIC assistance, PCAP applications and nutritional, financial and social work counseling. In 2008, there were 22,600 patient visits, 77 percent of the patients are Medicaid, Medicare or self-pay. The Center schedules patient appointments Monday through Friday from 8:45 a.m. to 4:30 p.m. For more information or for an appointment, call 448-5491.

**Dental Office:** St. Joseph’s dental office cares for many of the area’s underinsured, as well as patients with mental and/or physical disabilities. A 24-hour on-call system is in place in all of St. Joseph’s primary care sites. There were 9,500 patient visits in 2008; 83 percent of the patients are Medicaid, Medicare or self-pay. One in five is wheelchair-bound.

In addition, the primary care centers incorporate a dental assessment in all age groups and if necessary, referrals are made to St. Joseph’s Dental Office. A two-year old program to treat prenatal patients in the primary care centers helps to prevent poor outcomes to the fetus related to poor dental care.

**Specialties Services:** St. Joseph’s takes referrals from its emergency department, primary care services and physicians throughout the community for orthopedics/sports medicine, allergy/asthma services and infectious disease. In addition, it operates a hand clinic, spinal clinic and breast and surgical clinic, where cancer screenings are routinely performed. Sixty-six percent of the patients seen in specialties services are Medicaid, Medicare or self-pay. There were 4,100 patient visits in 2008.
Educational and Community-Based Programs

St. Joseph’s offers an array of wellness and disease prevention programs, including diabetes self management and smoking cessation. St. Joseph’s Wellness Place provides free general health screenings, such as blood pressure readings, cardiac and diabetes risk assessment and counseling, as well as patient education activities and public health screenings. The Wellness Place strives to improve the overall health of the community by increasing consumers’ knowledge of health care issues; teaching self-maintenance; promoting prevention, early detection and interventional therapies; and providing enhanced access to health care. Special emphasis is placed on at-risk populations, including the elderly, African Americans, and the young. Some highlights from the past year include:

- The Wellness Place performed 2,728 blood pressure screenings, 15 cholesterol screenings at community and worksites, and 858 flu vaccinations for the public, including through worksite flu clinics.
- Nearly 45 people attended Better Breathing Classes, which were offered four times in 2008.
- St. Joseph’s hosted community education programs on joint replacement, back care, foot care issues, cardiac care, lymphedema and kidney diseases/prevention. In addition, hospital staff members gave lectures on stroke awareness and general health and wellness.
- The Wellness Place participated in many health fairs and public health awareness functions, including events with the Onondaga County Health Department where minority and at-risk populations were screened. The Wellness Place also participated in a Senior Health Fair, and the New York State Fair.
- The Wellness Place participated in health events, such as the Susan G. Komen Race for the Cure and the American Heart Association’s Run/Walk, where it performed blood pressure and education screenings.
- St. Joseph’s Physical Medicine and Rehabilitation offered several free screenings/seminars through participation in health fairs and seminars throughout the community to educate about the benefits of physical therapy. In all, 1,499 persons learned more about physical medicine and rehabilitation.
- The Wellness Place performed hundreds of pulmonary function screenings to measure lung function.
- Vascular screenings to identify risk factors for vascular disease were conducted in 2008 to assist with preventive care for vascular disease. Nearly 110 individuals were screened during the educational programs.
Maternal, Infant, and Child Health

Low birth weight is a problem in Onondaga County, according to the Health Department. The incidence of infant mortality and low birth weight among African Americans is double that of Caucasians. A significant health concern for the county is high rates of lead toxicity among children, especially within African refugee populations.

To combat this issue, St. Joseph’s primary care centers screen all patients at one and two years for lead poisoning and all refugees at any age. The centers’ medical directors are considering routinely re-screening the blood six months after refugees arrive. This is due to some studies, which show increased lead poisoning developing in refugees who settle in poor housing situations. In addition, patients are educated on the dangers of lead poisoning and how to prevent it. If a patient tests positive for lead, he or she is referred to the county health department.

Rates of sexually transmitted diseases (STDs) and HIV/AIDS continue to be a problem in Onondaga County and the city of Syracuse, especially among African Americans. St. Joseph’s primary care centers perform STD and HIV screenings, based on risk factors, beginning when patients are in their early teens. If a patient tests positive for a STD, physicians will do an HIV and syphilis test, as well. HIV testing is also offered to all pregnant patients; nearly 100 percent agree to have the test performed in the office; if not, they are required to have it at the hospital prior to discharge.

**Maternal and Newborn Services:** St. Joseph’s Maternal and Newborn Services welcomes every baby with the philosophy of “family-centered” care, delivering 2,200 babies annually. Our state-of-the art childbirth facilities and homelike Birth Place allow families to experience the joys of childbirth while keeping their personal choices in mind helping you have “Your Baby Your Way.” Additional services include childbirth classes, newborn classes, sibling classes and a Breastfeeding Support Center. Registered nurses who are certified in lactation provide assistance and education to mothers both during their inpatient stay and after discharge.

**Childbirth and Breastfeeding Support:** In 2009, St. Joseph’s was designated a “Baby-Friendly” hospital by the World Health Organization through its Baby-Friendly Hospital Initiative. It is the only Central New York hospital to receive the designation and one of only 77 in the country. New York State has just two other hospitals with the distinction.

The Baby-Friendly Hospital Initiative (BFHI) is a global program sponsored by the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF) to encourage and recognize hospitals and birthing centers that offer an optimal level of care for lactation. The BFHI assists hospitals in giving breastfeeding mothers the information, confidence, and skills needed to successfully initiate and continue breastfeeding their babies and gives special recognition to hospitals that have done so.

According to the Centers for Disease Control and Prevention, research shows that what happens in the hospital or birth center plays a crucial role in establishing breastfeeding and helping mothers to continue breastfeeding after leaving the birth facility.

Through the BFHI, St. Joseph’s promotes, protects and supports breastfeeding, following 10 steps outlined by UNICEF/WHO. These steps include everything from training both at the hospital and at home, to specific practices to help encourage mothers who want to breastfeed their infants. A full list of the steps may be found at www.babyfriendlyusa.org/.

At six, St. Joseph’s has the highest number of lactation consultants of any Syracuse hospital. In addition, the hospital supports its own employees who are breastfeeding their babies after returning to work. A private pumping room is available for employees to use.

St. Joseph’s provides approximately 400 free breastfeeding support center visits to moms who deliver at St. Joseph’s. In addition, its lactation consultants take hundreds of calls for assistance/advice every year, including requests from women who deliver at other area hospitals. Free classes are provided to couples who are unable to pay for childbirth preparation classes. These classes also are free to military couples, if one partner is deployed.
At St. Joseph’s Westside Family Health Center, an informal pregnancy club helps pregnant women stay healthy and prepare for their births. Nearly 250 women have attended the club in conjunction with their prenatal visits. They learn about what is happening to their bodies, how to stay healthy and what to expect when giving birth. Staff members at Westside are particularly sensitive to the fact that many of these women are from varying cultural backgrounds and some do not speak English as a primary language. The largest population of women is Latinas, who favor the one-on-one, personal interaction the club provides. According to Medical Director Luis Castro, MD, breastfeeding rates have increased by 30 percent and women who participated in the program also have delivered babies with healthier birth weights.

**Healthy Outcomes in the Pregnancy Experience (HOPE):** The HOPE program’s goal is to provide parents and family members, particularly young mothers, with the skills and knowledge to care for themselves and their children throughout pregnancy, the first year of their child’s life, and beyond. It was implemented in 1996 to address the needs of new parents and their families, such as healthy pregnancy patterns, newborn care, breastfeeding, nutrition and cooking skills, oral care, parenting skills, domestic violence, tobacco cessation, child behavior and how to know when your child is ill. In 2008, 120 participated in the program.

**Intensive Care Nursery:** St. Joseph’s Intensive Care Nursery is a New York State-approved Level Three facility, which cares for premature and critically ill babies. St. Joseph’s incorporates state of the art technology with unique family centered neonatal care in a quiet, nurturing and comfortable environment. The Hospital cares for more than 350 high-risk babies annually and an infant developmental specialist provides coordination of developmental care for infants. The specialist can assess infant behavior, provide support to staff and parents, and charts the babies’ progress.

In 2009, St. Joseph’s began using a new, state-of-the-art cooling therapy to treat newborns in its intensive care nursery. It is the first hospital in the region to utilize the treatment. A couple of babies have already benefited from the cooling therapy, which is used for infants who show signs of brain injury at birth. The therapeutic cooling is administered within hours of birth. According to neonatologists, controlled reduction of body temperature has been shown to improve outcomes in pediatric and adult trauma victims, and recent studies have shown that cooling may help full-term newborns who are suffering a lack of oxygen at birth. The cooling treatment is only used to treat those babies who are most severely affected. Babies treated with therapeutic cooling have a lower mortality rate and better neuro-developmental outcomes.

St. Joseph’s was the first in Central New York to open an Intensive Care Nursery in 1970. This is not the first time St. Joseph’s has implemented leading-edge technology and treatments in the nursery. The hospital also was first to deploy cycled lighting in the nursery and its nurse practitioners have presented important research on infant sleep position to prevent Sudden Infant Death Syndrome to audiences across the country. What’s more, St. Joseph’s neonatologists run the region’s only pediatric sleep center.

The nursery is the only one in the region that participates in a collaborative database, the Vermont Oxford Network (VON), which allows it to compare outcomes with other intensive care nurseries around the world. Neonatologists plan to submit data on the cooling patients to the VON’s Encephalopathy Registry.

**Women’s Services:** St. Joseph’s cared for 393 breast cancer patients in 2008, which represents 919 visits. Its Breast Care Pre-Admission Pre-Operative Education program helps prepare women who are undergoing breast surgery by addressing their pre, peri and post-operative needs. The Breast Cancer Support Group helps patients learn to live with their disease and continue to heal long after the surgery is over.

Through the Women’s Health Outreach program St. Joseph’s educates women regarding the funding available to them for pap smears, mammograms and treatment for breast or cervical cancer. Uninsured women may receive a voucher from the Department of Social Services for diagnostic screenings, such as pap smears, mammograms and treatment for breast or cervical cancer.
Mental Health and Mental Disorders

In response to a critical community need, St. Joseph’s Mental Health Services promotes positive mental health and addresses a broad range of psychiatric illnesses including bipolar disorder, depression, psychotic disorders, mood and anxiety disorders, substance abuse and addiction, and child and adolescent psychiatric disorders. Each patient’s individual treatment needs are responded to with planning for patient-specific care which may include individual psychotherapy, group therapy, family counseling, inpatient care, psychopharmacology, rehabilitation services and vocational counseling.

While outstanding services are given to all patients, with nearly one quarter of its patient population 17 years and younger, providers at St. Joseph’s work diligently to offer innovative state-of-the-art treatment options that are successful with, and capture the interest of, children. St. Joseph’s Mental Health Services records over 55,000 outpatient visits and nearly 900 inpatient admissions each year.

St. Joseph’s, the largest provider of mental health services in Onondaga County, has offered comprehensive mental health care to the community since 1947. Designated by New York State as a Community Mental Health Center since 1967, St. Joseph’s provides a full continuum of mental health services. In addition to a 30-bed inpatient unit, St. Joseph’s offers outpatient psychotherapy, adult and children’s day treatment programs, rehabilitation and supported employment programs, transitional living services, access for the homeless and LINK, a school-based program for children and families. In partnership with University Hospital, St. Joseph’s also operates the region’s only psychiatric emergency program, providing compassionate care for community members during some of their most serious psychiatric crises.

The mission of St. Joseph’s Mental Health Services reflects a concern “with preventing mental illness, promoting mental health and providing comprehensive care for those persons suffering from mental disorders.” Mental Health Services places emphasis on consideration of biological, cultural, ethnic, family and social environment in treating patients, as well as the belief that “comprehensive and appropriate treatment can best be implemented at the least restrictive level of care that is therapeutically advisable.” Adequate care of the mentally ill has become an urgent need in the Central New York community, and St. Joseph’s continues to find ways to provide greater access to mental health care for those in need.

St. Joseph’s mental health services and CPEP partner with a variety of local organizations, including SUNY Upstate Department of Psychiatry, Onondaga County Department of Mental Health, Social Services and probation, Onondaga Case Management Services, Inc., United Way of Central NY, Onondaga Wraparound, The Syracuse Rescue Mission, Salvation Army, Emergency Shelter Barnabas House, State Street Apartments Booth House, local law enforcement, University Hospital, Onondaga Case Management Services, Inc., Family Tapestry, Elmcrest Children’s Center, Hillside Children’s Center, Liberty Resources, Inc., Central New York Services, Inc., North Syracuse School District, East-Syracuse Minoa School District and the Syracuse Behavioral Health Center.

**Adult Outpatient and Children and Youth Outpatient Clinics:** The Adult Clinic provides comprehensive psychiatric outpatient care to adults who request treatment and who suffer from a psychiatric disorder. 1,555 were served in 2008. The Children and Youth Outpatient Clinic provides mental health services to children and their families. Children and youth are treated individually, in families, in groups, through collaborative services for parents and significant others. Medication services are also available. Treatment modalities include individual therapy, family therapy, group therapy, play therapy and medication therapy. In 2008, 718 were served.

**Comprehensive Homeless Access to Nontraditional Clinical Experiences (CHANCE):** The CHANCE program’s goal is to facilitate a connection between mental health services and the homeless individuals using the shelters. The program links homeless clients with appropriate long-term treatment in the community. In 2008, 2,588 were served.

**Continuing Day Treatment (CDT):** The CDT program provides comprehensive and holistic treatment programming in a day treatment setting. The program provides transitional assistance for adult mental health patients who are discharged from inpatient settings and seeks to treat and stabilize acute symptoms, administer treatment and provide support services. The program provided 13,872 units of service in 2008.

**Innovations in Vocational Support Assisted Competitive Employment (ACE Project):** The ACE project is a collaboration that seeks to eliminate some of the barriers that exist in the delivery of vocational services to adults with psychiatric disabilities who have not achieved chosen and desired opportunities to work. In 2008, 25 adults were assisted through the ACE Project.
Intensive Psychiatric Rehabilitation Treatment: A licensed outpatient program that is certified by the New York State Department of Mental Health, IPRT is based on, and operates using the principles and values of psychiatric rehabilitation with adult basic education. They are individually driven and designed to assist participants in obtaining and maintaining desired community roles. IPRT may address where a person wants to live, learn, work or socialize. In 2008, 82 received treatment through the program.

New Connections Clubhouse: New Connections Clubhouse offers its members a place to go for educational, vocational and social opportunities. In 2008, 208 people participated in the program.

Psychiatric home care services: The psychiatric team works closely with the primary care physician to provide supportive psychiatric care to the mental ill and to address the psychological component of medical illness. In 2008, the program made 2,176 visits.

Residential Services Program: To maintain the most appropriate level of independent living possible, mental health services runs a supervised community residence program and intensive supportive apartments to ensure that those in need will receive the supports and services necessary. In 2008, there were 43 individuals living in the residences.

St. Joseph’s Vocational Services: Vocational Services provides employers with qualified applicants who have support of an individual trained to assess skills and provide on-the-job training and ongoing support. The program helps employers comply with the Americans with Disabilities Act and to support those interested in hiring people with disabilities. St. Joseph's offers services that can help them adapt to a changing work force while keeping costs to a minimum. Services can save employers money in taxes (Targeted Jobs Tax Credits), job training, recruitment and employee turnover. In 2008, 52 applicants went through the program.

Volunteer Program for Syracuse Behavioral Health clients: St. Joseph's volunteer services office provides opportunities to Syracuse Behavioral Health clients who are in recovery (alcohol and drugs) to help them use their idle time to give back to the community. In 2008, 30 clients volunteered throughout the hospital network.

Leading, Integrating, Networking for Kids (LINK): LINK is a collaborative children's mental health program housed within the East Syracuse-Minoa School District through which St. Joseph's provides clinical services including group therapy, family therapy, case management, psychopharmacology, planning with school personnel, and crisis management. Providing services in a school setting, close to home, makes the program more accessible to these families. Using non-clinical activities such as basketball, arts and crafts, music lessons, and field trips to build relationships helps reduce the stigma involved with participation in mental health activities. St. Joseph's opened a second LINK location in North Syracuse in 2007. The growth of LINK over its first six years reflects a 650 percent increase from the program's inception. In 2008, 230 were served.

Comprehensive Psychiatric Emergency Program (CPEP)

In 1993, the Comprehensive Psychiatric Emergency Program (CPEP) opened in direct response to overwhelming community need from private citizens and the overcrowding of local medical emergency rooms. Located at St. Joseph’s, CPEP is a program made possible through the collaboration of St. Joseph’s and University Hospitals in Syracuse. It functions as an independent emergency room, which avoids the overcrowding of existing emergency departments by patients with complex psychiatric diagnoses.

As part of a local network of inpatient and outpatient mental health services, CPEP is the only provider of 24-hour emergency psychiatric services for Onondaga and Madison counties, seeing an average of 6,500 patient visits each year (6,607 in 2008 alone). CPEP serves as a customized alternative to the mental institutions of years past by providing emergency services, follow-up, and referrals for the mentally ill who live independently in the community. Staffed by physicians, clinical social workers, registered professional nurses, licensed practical nurses, psychiatric counselors and mental health counselors, CPEP maintains a spirit of respect and dignity for the needs of psychiatric patients and its staff and physicians work to avoid the victimization of the mentally ill by collaborating with mental health providers and local law enforcement in the Syracuse area.
CPEP consists of the following major components of service, which are offered to individuals of all ages:

   Emergency Evaluation and Treatment - Individuals experiencing distress receive a complete psychiatric examination and formulation of a treatment plan in the psychiatric emergency room.

   Extended Observation Beds - Four extended observation beds offer an opportunity for further clinical assessment and stabilization of symptoms for up to 72 hours.

   Mobile Crisis Outreach - This component provides off-site initial evaluation and assessment of individuals in emotional crisis as well as follow-up visits to individuals discharged from CPEP.

   Crisis Residential Services - Through a linkage agreement with Hutchings Psychiatric Hospital in Syracuse, this program is utilized for patients discharged from CPEP who experience a housing crisis.

**CPEP Mobile Crisis Outreach Program:** CPEP was awarded a $150,000 grant from the New York State Health Foundation (NYSHealth) to develop a psychiatric mobile crisis outreach program to provide assessment and assistance in home settings. Since many patients using CPEP services do not require emergency care, the Syracuse Mobile Crisis Outreach Project developed a mobile outreach program to provide crisis outreach and interim crisis services in people's homes rather than an emergency facility.

Using a mobile van, mental health professionals also visit patients recently seen at CPEP to help them follow through with their discharge plans. In 2008, 671 were served through the program.

**Children’s Health Innovation Project (CHIP):** CPEP was awarded a more than $260,000 grant (for the first of three years) from the Health Resources and Services Administration to fund the development of a new children’s mental health training program for child health practitioners. The Children’s Health Innovation Project (CHIP) is training child health practitioners in the region and works with a steering committee focused on mental health services for children, ultimately strengthening the ability of primary care practitioners in the region to provide high quality, coordinated and comprehensive mental health care for all children. The CHIP has begun to identify best practice training in children’s mental health issues and is helping to provide local health care providers with the latest resources and technology. Nearly 20 percent of patients at CPEP are children, which is in line with the national average for psychiatric patients. With the closing of the region’s largest acute care facility licensed to treat children, it is more important than ever that all of Central New York’s child health practitioners be involved in helping this vulnerable population. Although children are evaluated and treated at CPEP they have unique mental health needs. The CHIP grant will help make specialized children’s services more readily available and will directly impact the improvement of child health care by educating health care practitioners across several disciplines and improving the coordination of children’s mental health care.

**CPEP Facility Expansion and Re-Location:** St. Joseph’s has filed a Certificate of Need with the New York State Department of Health for phase two of its facilities master plan. Included in the plans is a new CPEP that will be 18,000 square feet. The new area will provide appropriate space to care for today’s psychiatric needs, as volumes have tripled and current space is significantly undersized and inadequate. The new facility will be co-located with the hospital’s medical emergency department, greatly reducing transport time between the two.

**“Doctors Across New York Physician Loan Repayment Program:”** The Comprehensive Psychiatric Emergency Program (CPEP) at St. Joseph’s Hospital Health Center was awarded a grant of $139,000 as part of the New York State Department of Health’s “Doctors Across New York Physician Loan Repayment Program.” The grant, which seeks to place physicians in medically underserved areas of the State, will provide funding to a physician specializing in emergency psychiatry to repay qualifying educational debt. In return, the physician must agree to practice at CPEP, to help continue to meet the demand for emergency mental health care.
Heart Disease and Stroke

According to an environmental scan St. Joseph's conducted in June, 2007, obesity has become a significant health concern in Onondaga County, as it is in the country. A regional health assessment conducted by the Commission for a Healthy Central New York in 2005, showed 59.5 percent of adults in Onondaga County are obese or overweight. As a result, healthcare costs related to obesity have increased in recent years. Based on financial data from 1998 to 2000 from the Centers for Disease Control, Onondaga County health officials estimate that Medicaid obesity-related costs in 2006 were approximately $86.1 million. The increase in overweight and obese individuals is directly associated with the rise in chronic health conditions that plague many Americans, such as heart disease, hypertension and Type 2 diabetes. County health officials are observing an increased prevalence of these chronic diseases, as well as stroke and cancer, which are the top killers in Onondaga County.

One of St. Joseph's internal medicine physicians, Dr. Indu Gupta, has launched a project to study and treat obesity in St. Joseph's primary care centers. It is important to note that at St. Joseph's, obesity commonly presents itself in conjunction with the most common diagnoses, which are cardiac-related, including tobacco use disorders, hypertension and Type 2 diabetes.

Cardiovascular disease is the leading cause of death in the nation, New York state and Onondaga County. Since St. Joseph's performed the first open heart surgery in Central New York in 1958, it has continued to lead the way in the prevention, detection and treatment of heart disease. For example:

- Surgeons perform more than 900 open-heart procedures, including 700 coronary artery bypass grafts and 336 valve replacements.
- Interventional cardiologists perform more than 4,661 cardiac catheterizations and nearly 2,000 percutaneous coronary interventions.
- Specialists conduct more than 300 electrophysiology cases, including three-dimensional mappings.
- Electrophysiologists and surgeons implant approximately 650 cardiac defibrillators and pacemakers.

The Eleventh Annual HealthGrades Quality in America Study issued in October, 2008, ranked St. Joseph's among the top five percent in the nation for overall cardiac services, cardiac surgery and coronary interventional procedures. In addition, St. Joseph's is a recipient of the 2009 HealthGrades:

- Cardiac Care Excellence Award™—four years in a row
- Coronary Intervention Excellence Award™—two years in a row
- Cardiac Surgery Excellence Award™—three years in a row

HealthGrades ranked the hospital:

- #1 in New York state for cardiac surgery—two years in a row

HealthGrades rated St. Joseph's:

- Five stars (best) for coronary bypass surgery—four years in a row
- Five stars (best) for valve replacement surgery—four years in a row
- Five stars (best) for coronary interventional procedures—six years in a row

St. Joseph's holds recognition as a “Blue Distinction Center for Cardiac Care” from Excellus BlueCross BlueShield.

EKG Transmission from Ambulances: St. Joseph’s emergency department now can receive EKGs from ambulances in the field that are en route to the hospital. The new, web-based system, called LIFENET STEMI Management Solution from Physio-Control, allows emergency medical technicians (EMTs) to alert the ED staff to incoming patients with a dangerous form of heart attack known as STEMI (ST elevation myocardial infarction).

STEMI poses a serious threat to the heart muscle, and the quicker patients receive treatment the more likely they are to have a positive outcome. EMTs use the system to transmit 12-lead EKGs from the field directly to the ED. This helps save time, which is the key to saving heart muscle.

By having the opportunity to read the EKG sooner, the ED physicians can activate the AMI team, the specific staff who care for heart attack patients, earlier. This early warning system provides an enormous benefit to heart attack patients because it will result in a reduction of door to wire times. The tool is particular helpful during off-shifts and weekends when it may take a bit longer to convene the AMI team.
According to local ambulance corps, this technology is a huge step toward better patient care, particularly for those ambulance corps that serve counties without cardiac catheterization labs. Often those EMS providers have to manage unstable patients for more than 30 miles to deliver them to the level of care they require. The capability of transmitting 12 lead EKGs helps patients get the care they need sooner, saving both lives and heart muscle.

**Certified Chest Pain Center:** In 2009, St. Joseph’s Hospital received Chest Pain Center Accreditation from the Society of Chest Pain Centers. St. Joseph’s is the only hospital in Central New York with this accreditation.

St. Joseph’s undertook a rigorous re-evaluation and refinement of heart care processes to integrate the industry’s best practices and newest paradigms into its cardiac care services. The hospital’s state-of-the-art cardiovascular program works seamlessly with area emergency medical services to ensure that patients get the treatment they need during the critical early stages of a heart attack.

As an Accredited Chest Pain Center, St. Joseph’s ensures patients who come to the hospital complaining of chest pain or discomfort are given the immediate treatment necessary to avoid as much heart damage as possible. Protocol-based procedures developed by leading experts in cardiac care to reduce time to treatment in the critical early stages of a heart attack are part St. Joseph’s overall cardiac services.

In addition to Chest Pain Center accreditation, St. Joseph’s is the only hospital in Syracuse designated as a Mission Lifeline STEMI hospital by the American Heart Association for its systematic and multidisciplinary approach to treating heart attacks.

**Outreach to Northern New York:** St. Joseph’s continued its telemedicine program with Samaritan Medical Center in Watertown, N.Y., to achieve optimal cardiac care for Central and Northern New York.

Samaritan houses a freestanding catheterization laboratory that services the largely rural Jefferson, St. Lawrence, Lewis and Franklin counties. Samaritan’s cath lab utilizes the expertise of St. Joseph’s invasive cardiologists. All patients are screened for risk factors and any cardiac cath candidates who display at-risk symptomatology are referred to St. Joseph’s Hospital for inpatient cardiac catheterization procedures, angioplasty or cardiac surgery interventions.

To further strengthen its connections with the rural North Country, St. Joseph’s established an Express Admission Line in 2007. The hotline is primarily for the speedy transfer of cardiac patients from rural hospitals without cardiac catheterization labs but can also be a lifesaving tool used to transfer any patient in need to the appropriate level of care as soon as possible.

When a patient requires specialty care unavailable at his or her current health care facility, medical personnel call the Express Line, which is answered 24-hours-a-day, seven-days-a-week by St. Joseph’s administrative nursing coordinator. The nursing coordinator listens to the description of the patient’s condition, contacts the St. Joseph’s physician on call for the particular specialty needed, and within minutes all three parties are engaged in a three-way potentially lifesaving conversation. The St. Joseph’s physician can obtain critical patient information and give specific instructions for care during transport, while the nursing coordinator simultaneously checks for available beds and alerts those needed to prepare for the patient’s arrival. To expedite the process, hospital representatives from both locations then take care of paperwork and other important information, while the patient is enroute.

The Express Line has literally been a lifesaver, because precious time is not spent searching for an open bed or triaging the patient a second time upon arrival at St. Joseph’s, but only on making sure the patient receives the best possible medical care immediately and throughout his or her stay.

**Rehabilitation:** St. Joseph’s offers the only comprehensive cardiac rehabilitation program that is certified by the American Association of Cardiovascular and Pulmonary Rehabilitation and is the largest such program in Central New York. In 2008, St. Joseph’s saw 14,572 outpatient visits to its cardiac rehabilitation program. A medically supervised exercise program is also held at the site. This program is specifically designed for people who want to exercise and maintain their independence, but whose chronic disease states put them at risk for exercising in standard gyms.
Respiratory Disease

**Rehabilitation:** St. Joseph’s Pulmonary Rehabilitation Program is the only AACVPR-accredited program in the region. A medically supervised exercise program is also held at the site. This program is specifically designed for people who want to exercise and maintain their independence, but whose chronic disease states put them at risk for exercising in standard gyms.

**Better Breather Program:** St. Joseph’s hosts a three-part series of classes focused on patient education and skill building related to chronic pulmonary diseases such as asthma and COPD. In 2008, 45 people attended the classes, improving their ability to manage their conditions.

Tobacco Use

**Tobacco Cessation Center:** Local current smoker rates are more than twice the 12 percent Healthy People 2010 target, and county rates for pregnant women who smoke are also problematic. According to the Onondaga County Health Department, one in five pregnant women smoke during pregnancy. The New York State Department of Health has named St. Joseph’s the Tobacco Smoking Cessation Center for Onondaga, Oswego and Cayuga counties. The Tobacco Cessation Center’s charge is to prepare and facilitate health care organizations and providers to assist their patients to stop using tobacco. In this regard, St. Joseph’s has helped other hospitals and provider organizations to develop systems to address patient tobacco use with every visit, and assist patients in successful quit attempts. The development of a tobacco or smoke free campus is a natural out-growth of this project. St. Joseph’s Hospital Health Center network went tobacco free November 16, 2007. The Tobacco Cessation Center helped Crouse Hospital to achieve smoke free status at the same time, and has worked with Community General Hospital to enhance its smoking restrictions.

Tobacco/smoke free interest also occurs in other settings. The tobacco grant does not cover tobacco cessation activities outside of healthcare agencies and providers, however, the hospital and the wellness staff participated in six different company worksite smoking cessation efforts hosted by five different companies and one college. In addition, two community smoking cessation group programs were held.

To assist and encourage its own employees to quit using tobacco, the hospital provided expanded health insurance coverage for tobacco cessation products, free vouchers for nicotine replacement products and free counseling. In all, 97 were served by the program in 2008. The grant has been renewed for another five years, providing $1.3 million for St. Joseph’s to continue as the Tobacco Cessation Center.

Chronic Kidney Disease

**Regional Dialysis Center and satellite sites:** To improve the quality of life for Central New Yorkers with kidney disease, St. Joseph’s operates a Regional Dialysis Center in Syracuse and four satellite facilities.

St. Joseph’s dialysis program serves more than 58,849 patient visits annually. The 30-station Regional Dialysis Center also houses peritoneal dialysis and comprehensive services for patients, including nutrition counseling, social work services and nursing assessments. Free parking, a canopied entrance to protect patients during bad weather, cable TVs/DVDs at each patient station and an ergonomic patient lifting system are all available. Comprehensive services for patients, including nutritional counseling, social work services and nursing assessments are available at all sites. Besides the impact on individual lives, kidney disease results in the most hospital admissions and is one of the most expensive diseases in the country. By keeping patients healthier longer, we hope to save taxpayers (Medicare) and insurers millions of dollars.

St. Joseph’s home dialysis program has grown exponentially since its inception in 2006. It offers an option for patients who may not wish to travel to a dialysis center multiple times a week. With the help of a 75-pound machine the size of a small suitcase, patients and caregivers can dialyze at home instead of coming to a dialysis center for treatment. They can spend fewer hours at a time and can dialyze more often, which is even better for the patients. Patients on home dialysis can receive treatment six days a week instead of three days at a center, which is ideal for end stage renal patients.
To meet a growing community need for dialysis, St. Joseph’s also operates outpatient dialysis centers located in Fayetteville, Camillus, Liverpool and a satellite center in Cortland, NY, in conjunction with Cortland Regional Medical Center, to serve patients in the southern region of the community. A computer system links all four of the dialysis sites, as well as the Acute Kidney Unit, to the Hospital’s dialysis central center for continuity of care.

Diabetes

**Diabetes Self-Management:** The number of people with diabetes is rapidly increasing, becoming one of the major chronic disease problems. Frequent free diabetes screenings and educational opportunities are provided in the community and at worksites by St. Joseph's Wellness program staff. In addition, the American Diabetes Association-recognized Self-Management Program is unique in the community. The program provides individualized and group education and teaches skills such as insulin injection or carbohydrate counting. The education is provided by certified diabetes educators who are especially prepared to meet the educational and clinical needs of this specific at-risk population. The team, which includes a registered nurse and registered dietitian, work with the patient, family and physician to help the person with diabetes to achieve some measure of control over this difficult disease process. In 2008, 350 were served by the program.

Oral Health

A limited number of dental providers in Onondaga County, including St. Joseph’s, accept Medicaid. This barrier of access mostly affects children from low income families in Central New York. St. Joseph's recently spent more than $550,000 to renovate and expand its Dental Office to accommodate more patients, especially those who are underserved. St. Joseph’s dental facilities were expanded from seven to 12 dental operatories, including three private dental exam areas. The office space and reception area also were expanded to help ensure patient confidentiality and a new waiting room and furniture were added.

New equipment was purchased for the three new exam areas along with the physical expansion, which is needed to help the office continue to provide dental services to an underserved population in Central New York. The Dental Office receives referrals of Medicaid and other patients from throughout Central New York. St. Joseph’s Emergency Department alone averages eight dental patients each day who lack the resources to obtain dental care. Seventy-three percent of its patients are Medicaid eligible, and the office had been unable to respond to demand due to space constraints. The expansion of our facilities has increased St. Joseph’s ability to improve the dental services it provides, as well as improve access for patients who either can’t afford private care or need to be treated in a hospital setting. With the expansion, the Dental Office is able to see more patient visits annually; in 2008, the office saw 9,424 visits.

St. Joseph’s Dental Office is one of few dental offices in the area whose staff provides services in an effort to improve access to dental care for an underserved population. Currently, dental attending faculty, who are all practicing dentists in the community, supervise five dental residents. This group of more than 60 dentists volunteers their time as faculty on a rotating basis in the dental office where they oversee and assist the dental residents in learning many dental procedures, such as pedodontics and oral surgery. No other upstate community can boast this level of participation by volunteer dentists. Many of the faculty are also active in the community and provide services to underserved and special needs patients in their own practices. They impart these skills and values to the residents they teach, fostering a commitment to community service in the next generation of dentists.

St. Joseph’s Dental Office provides general dentistry and specialties, including periodontics, treatment of diseases of gums and bones that hold the teeth; pedodontics, dental care for children and patients with special needs; prosthodontics, replacement of missing teeth with dentures, partial dentures, crowns and/or bridges; oral surgery, extractions (removal of teeth) and repair of injuries and defects of the mouth and jaw; endodontics, root canal therapy, including diseases of the pulp and nerves, which are inside the tooth; and orthodontics, the straightening of the teeth and correcting the position of the jaw by the use of braces. The office is open Monday through Friday from 8:30 a.m. to 5 p.m. and dentists are on call 24 hours a day, seven days a week.
Non-Prevention Priorities Considered in Assessment Process

Contributions to Area Non-Profits/Events: St. Joseph’s and its affiliate, Franciscan Management Services, Inc., donated more than $197,700 to non-profits in the Central New York area who also provide health care services to the community.

Environmental Improvements: St. Joseph’s participates in a mercury elimination program and is a member of the United States Green Building Council. Its membership on the Council means that the hospital will use environmentally friendly materials wherever possible and incorporate green building design into future and ongoing construction projects. It also works with the Environmental Protection Association to control emissions. Other environmental initiatives include a household sharps disposal program and a regular waste separation program, including recycling several tons of confidential waste management.

Community Health Collaborations: St. Joseph’s is represented on several community health coalitions, including Tobacco Free Onondaga County, Hospital Executive Council, Healthy Living Partnership and Laboratory Alliance of Central New York, a lab that was funded and still controlled by the Syracuse hospitals. In addition, it participated in the development of the Health Advancement Collaborative of Central New York, a cooperative initiative with the Metropolitan Development Association, Manufacturers’ Association of Central New York, Onondaga County Medical Society, the Hospital Executive Council and various insurers. The group is working on coordinating efforts across health care providers, payors and businesses to improve the delivery of care.

Community-Building Activities: St. Joseph’s works with a variety of interest groups within its campus neighborhood on Syracuse’s North side, an area of the city that is in need of improvement. Through its efforts millions of dollars have been committed for the North side rehabilitation project from city, state and federal programs.

In addition to a major expansion on the north end of its main campus (see page 5), the Hospital’s long-range facility plan includes a lighting district around and through its campus, landscaping improvements and an employee mortgage guarantee program to assist hospital employees in finding affordable housing while reinvigorating the North side with home ownership and community pride.

St. Joseph’s participates in several associations in and around the North side, including the Northside Business Association, Tomorrow’s Neighborhoods Today and Franciscan Collaborative Ministries. In addition, the hospital participates on the board of directors for the Syracuse Chamber of Commerce and takes advantage of Empowerment and Empire Economic Zones in which its main campus lies.
Three Year Plan of Action – Cooperative Strategies for Selected Priorities

Tobacco Use

Steps to a More Tobacco Free Community: St. Joseph’s, along with other hospitals in Onondaga County have been leaders in the community in establishing their campuses as “tobacco free.” The Onondaga County Health Department has been at the forefront of tobacco control with a number of initiatives aimed at engaging organizational decision makers and providing technical assistance in the enactment of policy change to strengthen tobacco control measures throughout the local community.

To build on the model of success of the hospitals’ “tobacco free” campus policies and extend the number of “tobacco free” campuses in the community, the four hospitals and Onondaga County Health Department will support, through practical organizational consultation and a carefully developed policy, all the health care organizations in Onondaga County in becoming “tobacco free.” The program itself would leverage the County’s capacity at the policy level to craft law and regulation and develop programming that would lead toward “tobacco free” campuses. It is the intent that the program will be developed and implemented in such a way that it could be adopted by surrounding counties in the Central New York area, with the four Onondaga County hospitals currently serve.

A project addressing tobacco control also has the added benefit to the community in that it seeks to reduce the prevalence of certain chronic diseases associated with tobacco use and exposure to second-hand smoke. Tobacco control interventions in the health care provider environment offer an opportunity for the medical care system to utilize a social marketing strategy and make a clear statement about its role in enhancing public health. This program will build on local best practice models by disseminating the experience of the hospital community in implementing tobacco free campuses, and engage the public policy system through development of targeted laws and regulation.

The immediate plan is for Tobacco Free Onondaga County to establish a workgroup, consisting of the four hospitals and the Onondaga County Health Department, to develop an action plan that will encourage and assist Onondaga County health care organizations to create “tobacco free” campuses. St. Joseph’s plans to take a leading role in this workgroup, leveraging its experience and resources through its state-designated Tobacco Cessation Center. The plan includes development of a toolkit to assist healthcare organizations in becoming tobacco free, as well as an implementation plan to systematically support those organizations in their ongoing efforts to become tobacco free. Metrics to determine the program’s success include the number of additional healthcare organizations that become tobacco free.

Access to Care

Improving Refugee Health Services: Onondaga County has been host to a number of refugee populations in recent years. Access to health care for the refugee population, particularly maternal and child health services, has been challenging. Refugees are brought into the community and screened for health issues but are not then connected to a regular source of care in a systematic manner. Two independent studies completed during 2009, one as part of the community health assessment and the other sponsored by the Community Health Foundation of Western and Central New York (CHFWCNY), clearly document the need for the process through which refugee health care is organized and provided to be more integrated.

The four hospitals, along with the Onondaga County Health Department, will develop a systematic approach to the provision of care to refugee populations of all ages with a particular focus on the maternal and child health services. This project is a practice-based strategy that lends itself to the identification of collaborative relationships, building on existing programs, as well as the development of a model for refugee care that may be exported to other communities.

A workgroup will be convened of the key players in refugee health together with other interested parties and potential funders, including the CHFWCNY and the New York State Department of Health, to reach consensus on the problems faced in the community and develop a plan to address them. The group will draft a problem statement and develop a strategy and grant application.
Community Health Status Improvement

**Partnerships with Schools:** Many of the health status indicators in Onondaga County suggest that the overall health status is comparable to the rest of New York State. However, discussion by the participants and review of these indicators on a more specific level (geographic and/or socioeconomic) reveal disparities. Focused data collection identifies a sub-set of the population that bears a disproportionate burden of disease. This subset can be the target of an initiative to improve health status. Further, the design of such an initiative should be informed by the experiences of other communities that have developed collaborative strategies that bring the hospital and public health systems together in a broad-based approach to improvement in health status for a specific population. The goals of the project would be related to strengthening a local collaborative process, as well as the design of community action models that could improve health status through a range of initiatives, recognizing that good health status does not depend on health care alone.

The Onondaga County Health Department is developing a systematic approach to identifying health insurance coverage among children within the Syracuse City School District and providing those uninsured children and their families with Facilitated Enrollment services. In addition, a second approach to this plan will be to develop a system in which the four hospitals become actively engaged with the school age population through outreach and education by hospital representatives.

St. Joseph’s will continue to expand its presence in the city schools and will take the opportunity to “adopt a quadrant” of the district, continuing to provide educational sessions and other interventions to schools. Current programs that can be expanded into the city schools or more of the city schools include:

**Leading, Integrating, Networking for Kids (LINK):** LINK is a collaborative children’s mental health program housed within the East Syracuse-Minoa School District through which St. Joseph’s provides clinical services including group therapy, family therapy, case management, psychopharmacology, planning with school personnel, and crisis management. Providing services in a school setting, close to home, makes the program more accessible to these families. Using non-clinical activities such as basketball, arts and crafts, music lessons, and field trips to build relationships helps reduce the stigma involved with participation in mental health activities. St. Joseph’s opened a second LINK location in North Syracuse in 2007. The growth of LINK over its first six years reflects a 650 percent increase from the program’s inception. In 2008, 230 were served.

**Explorer Post:** Students learn each month about a different service area, including pharmacy, L&D, PT/OT rehab, respiratory care, College of Nursing and Cardio-pulmonary rehabilitation.

**Health Career Awareness Program:** Students from Fowler and Henninger High Schools rotate through a variety of service areas at St. Joseph’s to learn about job opportunities in health care. This allows students see how a hospital operates and what job opportunities are available.
Financial Aid Program

As part of the $435 million annual operating budget, St. Joseph’s is philosophically and financially committed to providing the best possible health care services at a reasonable cost and to making such services available to those persons unable to afford them. According to the Onondaga County Health Department, about 15 percent of the population lacks health insurance, though some portion of this group may be partially insured. Approximately five percent of the annual operating budget is comprised of charity care, unreimbursed services and costs associated with community service programs. St. Joseph’s charity care policy is considered a “best practice” by the Healthcare Association of New York State. Facilitated by financial counselors, 368 uninsured patients were accepted and enrolled in Medicaid. St. Joseph’s also contracts with the Onondaga County Department of Social Services to acquire a staff member who is a facilitated enroller.

Charity Care Guidelines and Policy

St. Joseph’s accepts all patients without regard to race, color, religion, sex, national origin, disability, sexual orientation or source of payment. Charity care is available to all who cannot afford to pay and are not eligible for public assistance. All services in the hospital, including inpatient admissions and outpatient services are covered by this policy.

At the hospital’s discretion, each occasion of service may be treated independently for purposes of determining charity care. Charity care may not be made available for certain elective admissions or services. As part of the credit interview, any patient who claims to be unable to pay will be considered for this program. This is done through a written application process with the Financial Counseling Unit. The charity care application will be approved based on the income claimed conditional on a valid Medicaid determination and proof of income verification.

Eligibility for charity care is primarily based on gross family income and family size; however other factors, such as an individual’s net worth, other financial obligations, the frequency of bills for health care services and future earnings, may be considered. The proof of income information supplied will be used to verify the income amount given at the time of application. If the income amount originally stated will not be consistent with the proof of income received, the application will not be considered valid. Charity care income guidelines are based on the 200th percentile of poverty levels published by the Federal government.

At all patient access points there are financial assistance brochures, in English, Spanish and Vietnamese, notifying patients and family members of the existence and availability of the Financial Counseling Unit. Patients and family members may discuss all programs offered either in person or by telephone.
Conclusion

St. Joseph’s Hospital Health Center has been researching and assessing community health care needs for many years prior to the passage of Section 2803-L of the Public Health Law adopted by the New York State Legislature as part of Chapter 922 of the Laws of 1990 and later amended as part of the Health Care Reform Act of 1996 adopted by the Legislature in July of that year. The Hospital is confident that it is operationally, financially and philosophically dedicated to meeting the health care needs of its community.

Distribution

St. Joseph’s will disseminate this Community Service Plan to the public. It will send a news release to Central New York-area media outlets informing them of the availability of its Community Service Plan. In addition, articles will be placed in its employee, physician and marketing newsletters. Copies of St. Joseph’s 2008 Community Service Plan are available by visiting our website at www.sjhsyr.org, or by calling St. Joseph’s Community Relations Office at (315) 703-2140, or writing to the office at 301 Prospect Ave., Syracuse, NY 13203.
Corporate Structure

St. Joseph’s Hospital Health Center is sponsored by the Sisters of St Francis, which founded the hospital in 1869. Certain other entities are affiliated with St. Joseph’s Hospital through common members from the Sisters of St. Francis. The hospital and these entities share certain officers and directors. Financial data specific to these affiliated organizations is not herein reported since the assets of these entities are not under the control of the hospital, nor does the hospital have legal authority to direct the activities or policies of these entities.

THE SISTERS OF ST. FRANCIS

St. Joseph’s Hospital Health Center
Operation of Hospital
A 501(c) 3 not-for-profit organization located at 301 Prospect Avenue in Syracuse, NY, in Onondaga County

St. Joseph’s Health Center Properties, Inc.
Holding Company of Non-Hospital Related Real Property
A tax-exempt corporation created to hold and manage a physicians’ office building adjacent to the hospital, as well as other real property, buildings and equipment that are acquired to support the mission of the hospital. FHS, FMS and HCMA are wholly owned subsidiaries of “Properties.”

St. Joseph’s Hospital Health Center Foundation Inc.
Development Support of Hospital
A tax-exempt corporation chartered to receive, manage and dispense liquid assets contributed and intended to support the mission of the hospital.

Franciscan Health Support Inc. (FHS)
A taxable corporation providing home medical equipment and a licensed home health care agency

Franciscan Management Services Inc. (FMS)
A taxable corporation providing management and consulting services to health care organizations. FMS owns and operates Franciscan Pharmacy and is engaged in joint ventures and limited liability corporations with St. Elizabeth Medical Center in Utica (St. Elizabeth Health Support Services Inc.) and Loretto (Loretto Health Support, LLC), Our Lady of Lourdes Health Support, LLC, and A.J. Stone Infusion (CNY Infusion, LLC) in Syracuse.

Health Care Management Administrators Inc. (HCMA)
A taxable corporation providing management services to St. Joseph’s Physician Health, PC, and other independent physician practices in the community. HCMA also provides consulting services and educational seminars for physician practices.
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vice president for marketing, communications and development
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vice president for care management and ambulatory services
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vice president for mission services
Joseph Scichitano
vice president for support services
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vice president for fiscal affairs
Frank L. Smith Jr.
vice president for special health programs

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Laura Spring
Martha Tooley
# St. Joseph’s Hospital Health Center Network

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<tr>
<th>Location</th>
<th>Address</th>
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<td>St. Joseph’s Hospital Health Center</td>
<td>301 Prospect Avenue</td>
<td>315-448-5111</td>
<td>315-448-6161</td>
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<td>Syracuse, NY 13203</td>
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<tr>
<td>Center for Wound Care and Hyperbaric Medicine</td>
<td>4206 Medical Center Drive</td>
<td>315-329-7770</td>
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<td>201 Prospect Avenue</td>
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