Building Our Future
On The Cornerstone Of Our Success

2011 Annual Report To Our Community
Our Mission
The mission of WCA Hospital is to improve the health and well being of the people of Chautauqua County and the surrounding area in a way that includes compassion, dedication, and a commitment to quality, while maintaining economic viability and a vision for the future.

Our Vision
WCA Hospital, as a regional medical center, will be the first choice of all stakeholders with a commitment to quality, independence, fiscal integrity, innovation and collaboration.

About WCA Hospital
WCA Hospital, a 342-licensed bed hospital, is located in Jamestown, New York. Chartered in 1865, WCA is southwestern New York’s largest not-for-profit healthcare provider, offering an extensive range of inpatient and outpatient acute and rehabilitation services. WCA Hospital has been recognized at the state and national level for high quality care outcomes. The hospital is accredited by The Joint Commission, The American Association Of Blood Banks, the American Academy of Sleep Medicine, and American College of Radiology and is approved by the American College of Surgeons Commission on Cancer. For more information visit their website at www.wcahospital.org or call (716) 487-0141.
2011 will be remembered as a significant year in the history of WCA Hospital. It was a year marked by a number of exciting initiatives and accomplishments in which we made substantial progress essential to the success of our future. We’ve reached these milestones through an extraordinary collaborative effort from our hospital and board leadership, medical staff, employees, volunteers, and supportive community who remain unrelentingly focused on our mission to improve the health and well being of those we serve.

Our proudest achievement in 2011 is the progress and construction of our new state-of-the-art Emergency Department—the future front door of WCA. After thorough planning, we eagerly await the opening of our Emergency Department in 2012 which will serve as a critical and vital part of our community and the economy of the entire Chautauqua County Region. The “Raising The Beam to Realize Our Dream” event on September 27, 2011, symbolized the amazing journey we have taken and the exciting future that lies ahead. Thanks to the thousands of donations from foundations, businesses, organizations and individuals through our Sharing the Gift of Health: The Capital Campaign for Our Emergency Department, our dream has become a reality.

One of WCA Hospital’s greatest commitments to our patients is to enhance access to care. In 2011, we agreed to explore a strategic affiliation with UPMC Hamot in Erie to identify potential ways we could enhance access to high quality care, expand our services and improve efficiencies while strengthening the future of our hospital. We completed consolidation and renovations projects; opened WCA Hospital Orthopedics; recruited 25 of the finest physicians; introduced new technological advances that help us refine diagnosis and treatment; adopted best practices in patient satisfaction and service; set the infrastructure for our hospital-wide electronic health record; and added many personal elements including new state-of-the-art beds that enhance our clinical outcomes and improve patient satisfaction.

Our Mission is our pledge that we will provide the most innovative, collaborative and compassionate care available. Last year, we provided care for 37,090 people who needed emergency treatment; admitted 8,031 in-patients; provided 216,271 outpatient procedures/visits; welcomed 631 newborns; rendered services to patients who were unable to pay their bills that amounted to $5,150,528; and had a $190 million dollar financial impact on our local economy.

From community outreach programs to health screenings, community presentations, and events, to serving on boards and local agencies, we are making a difference in our communities, everyday. It is who we are and what we do best. We improved the well-being of those we serve with an unwavering obligation to continuous improvement which led to meeting or exceeding state and national benchmarks that set higher standards in patient care.

I am particularly proud of the wonderful efforts of our leadership, medical staff, employees, volunteers, and charitable and caring community. Through our collaborative hard work and perseverance to the pursuit of excellence and community stewardship, we will continue to build our future on the cornerstone of our success.

Betsy T. Wright, FACHE
WCA Hospital President/CEO
For more than 126 years, WCA Hospital has continued to build its future on an assurance to provide the highest quality healthcare. The most prominent symbol of our pledge is the rapidly advancing construction of our new Emergency Department.

WCA Hospital’s Emergency Department is recognized as one of the busiest in the area, serving more than 37,000 patients annually and growing. Our new state-of-the-art Emergency Department, slated for completion in 2012, is the realization of a vision and true demonstration of WCA’s longtime commitment to our community. The 18,000-square-foot Emergency Department will feature 27 private treatment rooms and two private triage rooms. Care, comfort, and convenience are all being considered and we expect to gain valuable space and privacy and enhance the overall patient experience. The completed construction project will give the community increased access to emergency services and enhance the level of care and commitment provided by WCA.

On September 27, 2011, WCA Hospital hosted a celebration, “Raising The Beam To Realize Our Dream”. To help commemorate the occasion, a 10-foot steel beam was raised to the top of the now-completed steel structure that will house WCA’s new Emergency Department.

Charitable foundations, businesses, organizations and individuals from Jamestown and the surrounding communities donated generously to support the construction of our new Emergency Department. Thanks to their kind-hearted support, leading-edge emergency care will soon be available to residents from across the region.

For information about how you can support WCA’s Sharing the Gift of Health Campaign, contact Karl Sisson, WCA Director of Development, at (716) 664-8423 or e-mail development@wcahospital.org.
Recruiting and retaining physicians are a high priority at WCA Hospital. Over the past years, physicians’ recruitment initiatives have been undertaken at WCA with positive results. In 2011, WCA Hospital welcomed many new physicians. Alongside hospital leadership’s recruiting efforts, the Medical Student Education Program at WCA Hospital under the leadership of Dr. Bert Rappole, Director of Medical Student Education, which includes numerous collegiate affiliations, offers third-year and fourth-year medical students the chance to perform clinical rotations in various specialties. The program also encourages high school and undergraduate students to consider careers in medicine and provides a firsthand glimpse into a variety of healthcare professions. WCA and other community partners continue to work collectively to retain and recruit highly skilled physicians.

WCA Hospital and HEALTHeLINK, celebrated one year of participation in HEALTHeLINK, a clinical information exchange partnership. To date, over 25,000 Chautauqua County residents have signed consent forms giving their physician access to their medical information, electronically. WCA was the first hospital in Western New York serving a rural community to participate in the Western New York Clinical Information Exchange.

On April 1, 2011, WCA Hospital, in partnership with the Office For The Aging Senior Nutrition Program with the Jamestown Area Meals on Wheels Program joined forces to prepare meals to homebound seniors throughout southern Chautauqua County. To date, the WCA Hospital Nutrition team has prepared over 175,000 meals to homebound seniors.

WCA Hospital Accolades

WCA is consistently ranked and nationally recognized by some of the country’s premier healthcare authorities and were, once again, recognized for our outstanding performance in 2011!

- American College of Surgeons Commission on Cancer
- American College of Radiology for MRI, Breast MRI, Nuclear Medicine, PET/CT, Ultrasound, Breast Ultrasound, PET/CT, Mammography
- First-time accreditation from American College of Radiology for Computed Tomography
- Intersocietal Commission for the Accreditation of Echocardiography Laboratories
- CEO Cancer Gold Standard™ Employer for 2011
- Voted #1 Favorite Hospital in Chautauqua County by regional consumers for a 5th consecutive year!
- WCA Hospital Board of Directors Awarded HA-NYS Advocacy Award
- Quality Performance Incentive Award from Univera Healthcare
- American Diabetes Association Education Recognition Certificate
Building Our Future on an Environment of Growth

WCA Hospital invests in building projects, consolidation, renovations, and upgrades that ensure WCA’s long tradition of high-quality care into the next generation and beyond. Projects in 2011 included:

- Construction is well-underway for our new state-of-the-art Emergency Department, slated to open in 2012.
- Relocated the Human Resources Office to 103 Allen Street.
- Relocated Inpatient Medical Rehabilitation program from Jones Memorial Health Center to WCA Hospital, 207 Foote Avenue.
- Relocated New York OB/GYN Hospitalist at WCA Hospital, in collaboration with Delphi Healthcare Partners to 103 Allen Street.
- Completed consolidation, renovations, upgrades, and expansions on: Cardiology, Sleep Center & Respiratory Care, New York Surgical Hospitalist at WCA Hospital Suite, Neurology, Inpatient Adult and Adolescent Mental Health Units, 5D nurses station, Hospitalists Suite, Physical Therapy and Inpatient Medical Rehabilitation Gym, WCA Hospital Orthopedics, Employee Exercise Room, Inpatient Chemical Dependency Gym, Fire Protection project.

Building Our Future on Service Excellence

As hospitals continue to make advances in healthcare excellence, effective communication and service excellence remain a critical component of always delivering excellent patient care. WCA Hospital is committed to establishing a service-minded culture of courtesy, kindness and exceptional care. Last year, WCA initiated a Communication Workgroup whose primary objective was dedicated to improving the process of employee and patient communications, patient satisfaction, and enhancing our overall patient care experience.

The following are several of our new services and best practices introduced at WCA in 2011:

- Implemented new Emergency Department triage process to ensure patients are triaged prior to registration and implemented bedside registration in the Emergency Department to expedite registration process.
- Installed flat screen TVs in patient rooms and waiting areas.
- Purchased 130 brand new state-of-the-art beds for patient rooms, allowing for less patient disruption which results in faster healing and increased patient safety and rest, and effortless use for clinical staff.
- Initiated Valet Parking service. Courteous attendants take care of parking the car and retrieving the car, giving patients, family members, and visitors one less thing to worry about.
- Online Bill Pay service, a free, fast, easy and secure service that allows consumers to pay their hospital bill online.

To help us continually improve our services and exceed the needs and expectations of our patients, telephone surveys are conducted by HealthStream Research® to help us evaluate patient satisfaction. Other initiatives include:

- We participate in data collection, analysis, planning and performance that lead the way to improved clinical outcomes.
- We participate in state and national collaborative organizations that compare ourselves against the highest performing hospitals and health systems.
- A Representative is available to speak with patients and family members one-on-one about their concerns;
- Community, educational, and corporate organizations and community leaders that partner with WCA Hospital;
- One-on-one conversations with individuals attending health events/fairs/screenings.

Congratulations to our 2011 HCAHPS/Employees of the Month

Our Shining Stars!

Kathleen Yanus, Respiratory Therapist
Amanda Ludwiszewski, L.P.N., 3B
Donna Johnson, Psychology Secretary
& Linda Carson, JMHC Scheduler/Registrar
Daniel Erlandson, R.N., Emergency Department
Tad Cronin, Painter
Elizabeth Short, R.N., 3B
Lynne Nickerson, IPMH Program Assistant
Amy Calarco, Medical Laboratory Technologist
Rosemary Billquist, H.I.M. Specialist
Stephanie Gross, PACU R.N.
Mari Linamen, Environmental Services Attendant
Brenda Lang, R.N., Emergency Department
Building Our Future, On Technological Excellence

New technologies redefine the very essence of patient care and represent our vision for the future. In 2011, WCA unveiled new technology solutions including:

- **Hologic Selenia® State-of-the-art Digital Mammography System**: The new digital mammography system is faster, uses less radiation, and is more accurate for women with dense breasts. Digital mammography provides high-resolution digital breast images immediately and allows the technologist to take more detailed images without delay.

- **Respiratory Gating Radiation Therapy System**: A noninvasive system that allows for pinpoint imaging and radiation treatment of the breast. WCA Hospital’s Cancer Treatment Center was the first in the area to use this technology.

- **OPEN-Bore MRI**: The MAGNETOM Espree is one of the best-selling open-bore MRI scanners on the market, with good reason. This MRI system provides superior image quality and is designed to accommodate patients up to 550 pounds and individuals who experience claustrophobia, anxiety, and excessive pain or limited mobility.

- **Wireless Internet Networks**: Installed wireless network to provide wireless network access for staff, patients, and guests throughout WCA Hospital and Jones Memorial Health Center. One of the key features of the new network is the availability of wireless (or WiFi) Internet access for patients, and visitors from their room and in waiting areas. In addition, the wireless network will provide wireless access to WCA’s future electronic health record system (Siemens Soarian®) by providers at the point of care.

- **Building A High-Tech Platform**: The implementation of the Electronic Health Record, Siemens Soarian®, is soaring to new heights. In 2011, WCA continued to build the foundation to implement an enterprise-wide Electronic Health Record (EHR) and integrated Financial Systems, designed to strengthen patient care coordination and successfully transform from paper records into processes that are more collaborative, automated, and electronic—one stage at a time.

- **Audiometer System**: Diagnostic equipment that allows hearing test information to flow to an electronic record. The patient’s test results can then be viewed at the audiologist’s office where the report is electronically prepared.

- **3D ENB (Electromagnetic Navigation Bronchoscopy) System**: Minimally-invasive lung navigation system which will result in earlier diagnosis and treatment options for patients diagnosed with lung cancer.

- **Cardiac Echocardiogram Technology**: The new ultrasound high-tech technology with 3D imaging is equipped to perform 3D echocardiograms, pediatric echocardiograms, and Transesophageal echocardiogram with an upgradable computer software platform.

- **Surgical Upgrades**: WCA added surgical operating upgrades including new surgical technology and instrumentation—giving our surgeons the latest tools in minimally invasive surgery.
WCA Hospital provides healthcare services every day around the clock, offering not only needed medical interventions and life-saving emergency care—but reaching out beyond the walls of WCA to improve the health of communities through many programs that foster healthy lifestyles; detect, prevent, and control disease; and educate and empower consumers to take a leadership role in improving their own health.

Through screenings, outreach, prevention, and other community health programs, we partnered with local and state agencies in the pursuit of building a healthier future for individuals and their families who reside in our communities. 2011 initiatives included:

- **The Chautauqua County Diabetes Task Force** a collaborative effort among certified diabetes educators in Chautauqua County, area hospitals, the Office For The Aging, New York State Department of Health, Chautauqua County Health Network and the Resource Center. Their goal, to facilitate systems changes in diabetes care, increase the awareness about diabetes in the communities, improve access to diabetes education and work toward diabetes prevention and management in Chautauqua County.

- **Shades of Pink Breast Health Event**—a morning fun-filled event that provided free clinical breast exams. The aim: to increase awareness on the importance of adopting a life-long practice of getting your annual mammogram screening.

- **To help Chautauqua County residents beat the odds of cardiovascular disease,** The WCA Heart Center presented a three-part education series on “Wellness Wednesdays ~ Keeping Your Heart Smart”. The series offered “free” blood pressure checks, heart health education resources, and presentations on preventing heart disease.

- **In recognition of Better Speech and Hearing Month in May, WCA Hospital Speech and Hearing staff offered free hearing, speech, and swallow screenings.** The screenings were offered to raise public awareness of speech and language disorders that affect millions of Americans.

- **Quit TOBACCO:** Toni DeAngelo, R.N., WCA Hospital Community Health & Wellness Director and certified tobacco cessation counselor, offered free tobacco cessation classes for patients and the general public in a continuing effort to reduce the prevalence of tobacco use among Chautauqua County residents aged 18 and over through evidenced-based tobacco cessation strategies.

- **In collaboration with the Chautauqua County Health Network, the Chautauqua County Health Planning Team, the Chautauqua Health Action Team and WCA Hospital Wellness, numerous physical activity and nutrition planning programs were held in Chautauqua in an effort to reduce the prevalence of childhood and adult obesity by increasing physical activity and intake of fresh fruits and vegetables.**

- **Access to Quality Healthcare:** In a collaborative effort with the Chautauqua County Health Network, Chautauqua County Health Planning Team, and WCA Hospital Wellness, programs were initiated for Chautauqua County residents in an effort to increase healthcare coverage for county residents.

- **WCA Farmer’s Market** was held every Wednesday at WCA Hospital during the fall months, 2011, as a way to provide additional options for hospital staff and the general public who chose to eat healthy foods.
Building Our Future, With Charitable Giving

Throughout the incredible history of WCA Hospital, the generosity and continuing support of so many have been the essence of our success. The accomplishments of our most recent fiscal year continue that tradition and are shining examples of our donors’ commitment to the future of our community hospital. In 2011, together WCA Hospital and the WCA Foundation received nearly $2.7 million in cash and stock gifts along with $650,000 in pledges from nearly 1,400 donors who made nearly 2,000 gifts.

The power of these gifts received in 2011 was indeed impactful. One example was LINKS Charity who, while celebrating its 20th anniversary, exceeded its $250,000 pledge by making a $275,000 gift toward the purchase of Digital Mammography for The WCA Center for Imaging & Medical Arts. This past October, LINKS Charity added another highly-successful event, the inaugural LINKS Pink Walk: A Celebration of Courage staged at the WCA Cancer Treatment Center. Last year included the success of the Car on the Barge Raffle coordinated by Shults Auto Group to support Sharing the Gift of Health: The Capital Campaign for Our Emergency Department.

At year end, thanks to the generosity of many individuals, businesses, organizations, and foundations, we had surpassed 86% of our goal by securing over $14.2 M in gifts, grants, and pledges toward our $16.5 million capital campaign goal.

With a renewed focus, 2011 was a transformational year for the WCA Foundation as it launched a new logo transferring the Foundation’s new mission into a visible image. This logo emphasizes its commitment to work together to raise the funds to build, maintain, and grow the efforts of our highly acclaimed community hospital. In 2011, three new endowment funds were created and funded – Marie Barone Memorial Fund (Women’s Cancer Care), Dennis P. Bush Memorial Fund, and the Florence G. Cass Fund, named in honor of our Executive Director who retired in 2011.

On behalf of the WCA Family and the many who have benefitted from your generosity, we THANK YOU for all that you have done to support our endeavors and we invite you to share with us in all that the future has to bring.
Building Our Future, The People You Know, The Professionals You Trust

At WCA, we believe that always delivering an excellent patient care experience begins and ends with the people you know, the professionals you trust. All of our combined accomplishments in 2011 are especially meaningful because they are driven by the trusting people who choose to care for you. Together, we have saved the lives of many and enhanced the lives of countless others. Our triumphs and honors are a distinguishing and inspiring blueprint of the profound commitment we have toward our patients and our communities.

In concert, with our hospital and board leadership, employees, physicians, volunteers and our kind-hearted and generous donors and supporters, we stand poised to transform the healthcare landscape and uncompromisingly pursue our future on the cornerstone of our success.

We are the people you know, the professionals you trust . . . giving you access to the best care and always, always, always, here for you.

WCA Hospital 2011
Board of Directors
Brenda J. Ireland, Chair
Howard Howlett, Jr., Vice Chair
Steve Kilburn, Secretary
Timothy Black, Treasurer
Anna Dibble, Assistant Treasurer
Judith Burgett, Past Chair
Barbara Bumsted
Janet Chew
Maynard Cotter
William Geary, MD/Ph.D.
Lyndon Gritters, MD
Ronald Klizek, MD
Wolf-Dieter Krahn, MD
James Roach
Michael Sullivan
Betsy T. Wright

2011 Medical Staff Officers
William Geary, MD/Ph.D., President
Lyndon S. Gritters, MD, President-Elect
Patrick S. Collins, MD Secretary-Treasurer

WCA Hospital Leadership
Betsy T. Wright, FACHE, President/CEO
Larry S. Senn, Vice President of Administration
Marlene Garone, MD, Vice President Medical Affairs/Medical Director
Ann Downing, RN, MSN Vice President of Nursing
Keith G. Robison, Chief Information Officer
Charles Nazzaro, Interim Chief Financial Officer
Cecil M. Miller, Director of Support Services
Karen L. Bohall, Director of Human Resources
Building Our Future, Investment & Economic Impact

2011 WCA Hospital Financial Report Operating Revenues

Total charges for patient services were: $234,471,044
Some of these charges were not paid because of:
- Discounts due to government mandates or insurer contracts: <$129,413,904>
- Free care to people who could not pay: <$461,228>
- People who did not pay their bills: <$4,689,300>

Therefore our patients paid us a total of: $99,906,612
Our other operating revenues were: $3,231,799
Our contributions and investment income were: $371,028

Our total revenues collected were: $103,509,439

OPERATING EXPENSES
We paid for:
- Employees’ salaries and benefits: $56,114,295
- Supplies and other operating expenses: $42,801,246
- Interest: $2,482,988
- State/local assessments and taxes: $171,699
- Other assets depreciated by: $4,426,104

Our total expenses were: $105,996,332

OTHER FINANCIAL INFORMATION
Total cash expenditures to replace equipment and renovate the building: $8,099,496
Contributions made by WCA to recruit new physicians and support community education and outreach efforts: $527,259

Beyond Health Care . . . The Economic Impact of WCA Hospital

While it is well understood that hospitals across the U.S. provide vital health care services to millions of people in thousands of communities like ours, the significance of healthcare to our local economy is less understood.

In addition to providing vital healthcare and specific programs that meet the community’s needs, WCA Hospital is considered an economic engine, extending itself far beyond its role as the cornerstone of healthcare. WCA annually has an impact of $190 million on our local economy through payroll and purchases through local vendors. When factoring in the contribution of our medical staff, WCA Hospital has an estimated total impact of $250 million a year on our local economy. With an operating budget of nearly $100 million, WCA, therefore generates more than $2 of economic return for every $1 it spends.

Sources of Payment for Patient Care Provided

Medicare: 49.3%
Medicaid: 18.6%
Commercial insurance programs and health maintenance organizations: 27.6%
Private individuals: 3.0%
Other: 1.5%
Total: 100%

No patient is denied services because he or she cannot afford them. WCA admits and serves patients equally without regard to age, race, color or national origin, disability, sex, religion, or ability to pay.

WCA Hospital is a nonprofit, voluntary, regional medical center for acute care and rehabilitation services.
Service Locations

**WCA HOSPITAL**
207 Foote Avenue
P.O. Box 840
Jamestown, NY  14702-0840
(716) 487-0141
www.wcahospital.org

**JONES MEMORIAL HEALTH CENTER**
A Division of WCA Hospital
51 Glasgow Avenue
Jamestown, NY  14701

**LAKEWOOD HEALTH CENTER**
OUTPATIENT LAB & DIABETES EDUCATION
110 Mall Blvd.
Lakewood, NY  14750

**RANDOLPH HEALTH CENTER**
OUTPATIENT LAB
11 School Street
Randolph, NY  14772

**DUNKIRK HEALTH CENTER**
OUTPATIENT MENTAL HEALTH & CHEMICAL DEPENDENCY
338 Central Avenue
Dunkirk, NY  14048

**RIVERWALK ENDOSCOPY SERVICES**
15 South Main Street
Jamestown, NY  14701