Advancing Health Care: The Path of Transformation

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, a commitment to quality, and patient safety while maintaining economic viability and a vision for the 21st Century.

Our Vision

To be the first choice of all stakeholders with a commitment to quality, independence, fiscal integrity, innovation, and collaboration.

“As hospitals face increasing pressures and challenges in the current health care environment, some communities are experiencing significant reductions in access to local health care services. At WCA, we are responding to these challenges in ways that will not only maintain health care services in Jamestown, but position us to strengthen and grow services in the years to come. ”

— Steve Kilburn, Chair
WCA Hospital Board of Directors
Dear Friends,

We never stop working to serve our communities with a focus on quality, advancement, and intense insight into the future. As the evolution of health care reform advances, the timing is right on the path of transformation for WCA Hospital. Transformation is dependent upon leadership to evaluate the rapidly changing health care landscape and make the necessary transformations that keep high-quality care, close to home. We have to be strategic in designing innovative ways that align collaborations and partnerships that enhance the patient experience today with a vision for tomorrow.

Transformation improves lives and for more than 130 years, we have been initiating treatments, procedures, and new approaches to patient-centered care that raises the bar of consumer excellence. As we build on a solid foundation, we advance the practice of medicine by setting new standards of care. In 2015, WCA Hospital was the first health system in the region to perform drug-coated balloon angioplasty; the first hospital in the area to introduce 3D mammography that has proven to find more invasive cancers than traditional mammography screening; and one of only four hospitals in the country to receive VHA honors that recognize the highest levels of improvement in cost performance. We initiated new programs last year designed to successfully meet the diverse needs of the community including gynecology, telemedicine, and bariatric care.

The first hospital in the Southern Tier to offer robotics, our surgeons performed new robotic procedures last year and refined their expertise by completing a milestone 700th robotic case.

As we move along the path of transformation, one of our greatest endeavors is bringing world class medical care to our residents. Succeeding a first in New York State, we upheld the tradition of patient excellence by announcing a strategic affiliation in December of 2015 with world-renowned UPMC. A significant moment in the history of WCA and our community, we are responding to the challenges of health care reform in ways that will not only maintain health care services in Jamestown, but position us to strengthen and grow services in the years to come. By integrating with UPMC, we take a major step towards a strong future for health care that keeps this region vibrant and healthy.

Patient excellence begins and ends with the dedication and commitment of our board and hospital leaders, employees, medical staff, volunteers, health partners, community leaders, and generous and giving donors and supporters who have the wisdom and insight that guides this great institution to push forward on the path of transformation.

With a caring heart and the understanding to navigate the best of what’s to come, we are eager to lead the transformation of this hospital into its bright future.
Transforming Lives

For more than 130 years, WCA Hospital has been advancing care with growth, innovation, and collaboration. As we build on this momentum on our path of transformation, we take notable strides in our mission to initiate new programs, procedures, and treatments that transform the lives of patients.

**New Obstetrics (OB) Operating Suite**—Should moms deliver by cesarean section, they can expect to welcome their tiny bundle of joy in a brand new, expansive obstetrics operating suite, equipped with sophisticated surgical technology. The roomy environment is just steps away from our labor and delivery suite that boasts a new intuitive clinical data information and fetal surveillance and heart monitoring system that allows doctors and nurses to follow mom’s and baby’s progress from the beginning of her stay through the birth of her infant.

**Telemedicine: The New Frontier**—WCA introduced a new model of patient care called telemedicine that uses telecommunication and information technologies to provide clinical health care at a distance. Without losing critical time, patients are examined right at the hospital bedside by board-certified doctors via high-tech telemedicine communication technology.

**WCA Gynecology Services**—WCA Gynecology Services provides comprehensive gynecology care to meet each woman’s changing needs throughout her lifetime. Our new medical service is led by Thomas Andrews, MD, board-certified gynecologist, who specializes in preventative, routine, and complex medical and surgical gynecological care.

**WCA Bariatric Center**—Under the medical direction of Galo Grijalva, MD, FACS, the new Bariatric Center helps individuals begin their weight-loss journey and after surgery, our team stays with patients to transform their lives. Dr. Grijalva performs three bariatric surgery procedure options: sleeve gastrectomy, Roux-en Y gastric bypass, adjustable gastric banding.

**Radial Access Cardiac Cath Procedure**—Cardiologist, James Cirbus, MD, FACC, board-certified cardiologist, is using a new technique called radial access catheterization at WCA, to perform cardiac catheterization—a procedure that involves using the radial artery in the wrist to gain access to the heart.

**Treatment Option for Peripheral Artery Disease**—WCA Hospital was the first in the region to perform drug-coated balloon angioplasty to treat peripheral arterial disease. Lyndon Gritters, MD, board-certified radiologist, introduced the new procedure used when arteries in the thigh and knee are narrowed or blocked as a result of peripheral artery disease.
Transforming Technologies

Our personal lives have been dramatically transformed by technology and it is no different in the health care digital world. New, astonishing medical technology continues to expand the breadth of technological capabilities and transform the way we deliver patient care at WCA Hospital.

As WCA moves forward with initiatives for neurological stroke designation, bariatric care, and telemedicine, the new **Intensive Care Unit (ICU) monitoring system** is an integral part of new program success. The high-level system provides an additional 18 telemetry paks and upgrades to bedside monitors. The telemetry units are able to monitor patients in ancillary departments of the hospital as well as nursing units, radiology, and physical therapy.

With many new approaches to the management of clinical laboratory surgical pathology gross rooms, the new **Tissue-Tek VIP® 6— the next generation of proven Tissue-Tek® Vacuum Infiltration Tissue Processor technology** at WCA’s clinical lab serves as the bridge between the surgeon and laboratory physician (pathologist) for accurate diagnosis of surgical specimens.

WCA touts new **high-tech surgical equipment** comprised of a hysterscope, pediatric glidescope, ultrafin stirrups, cystoscope, and endoscopy monitors that allow the hospital to continue to provide the most advanced surgical care close to home while minimizing hospital stays and recovery times.

A new era in premium cardiovascular ultrasound introduced at WCA improves patient conditions including bursitis, tendonitis, muscle strains and tears, frozen shoulder, sprains, and ligament injuries or joint contracture or tightness.

**Portable physical therapy ultrasound technology** at WCA introduces ultrasound technology that offers the latest in breast cancer screening advances—the **Genius™ 3D MAMMOGRAPHY™ or Breast Tomosynthesis** exams. Through our supportive friends of LINKS Charity, the newly acquired breast tomosynthesis is the latest breakthrough technology that has proven to find more invasive cancers than traditional 2D mammography.

WCA is proud to expand breast imaging services and excited to be the first hospital in the region to offer the latest in breast cancer screening advances—the **Genius™ 3D MAMMOGRAPHY™ or Breast Tomosynthesis** exams. Through our supportive friends of LINKS Charity, the newly acquired breast tomosynthesis is the latest breakthrough technology that has proven to find more invasive cancers than traditional 2D mammography.
Transforming Care Delivery

WCA Community Health and Wellness programming transforms lives by advancing health, wellness, and equality beyond the front doors of the hospital. Our wellness team’s goal is to strengthen the well-being and lead under-served communities toward improved health access to care and life-long behavior lifestyle changes.

In Chautauqua County 25.3% of residents use tobacco compared to 16.9% in the State of New York. Chautauqua County’s incidence of breast cancer is 168.2/100,000 which is significantly higher than the New York State 147.1 rate. Studies show that women accessing breast screening has declined in past years including evidence that Hispanic women in Chautauqua County are not screened.

To increase breast cancer awareness and screening in under-served neighborhoods in Jamestown, WCA partnered with the Office of Disparities at Roswell Park Cancer Institute and Chautauqua County Cancer Services Program, to implement Esperanza y Vida—a culturally competent breast education and screening program and Shades of Pink One-Stop Screening Program to increase screening rates. Bilingual navigators educated and connected more than 100 women in under-served, hard-to-reach Spanish-speaking neighborhoods last year.

WCA, in collaboration with community health partners, coordinated and implemented evidence-based programs in 2015 including the National Diabetes Prevention Program, Baby and Me Tobacco Free Program, National Cancer Institute – Maximizing Mammography Participation, American Cancer Society Look Good Feel Better Program, “Rethink Your Drink” Program to decrease consumption of sugary beverages, Patient Navigation in cancer care, and Million Hearts® Program.

WCA held free screenings and educational and sponsored community programming intended to build awareness, educate the public, and promote healthy living and good health choices including, blood pressure screenings, speech, hearing, swallowing screenings, HANDS-Only CPR, stroke and surgery education, farmer’s market, diabetes prevention workshops, career fairs, foot screenings, breast health screenings and education, concussion seminars, mental health/substance abuse walk, nutrition classes, speaker’s bureau education, and public service announcements.
We exchange ideas and learn from each other. We implement innovative best practices, technology advancements, new procedures, and patient safety and quality improvement initiatives that transform our workforce to create synergies that commit us to what matters most—our patients, families, and visitors.

At WCA Hospital, our doors are open 24 hours a day, seven days a week, 365 days a year. Each year, we serve hundreds of thousands of individuals, driven by a mission to keep communities healthy. In 2015, we provided care for 6,992 patients admitted to our facility, provided 275,301 outpatient visits and procedures, treated 37,164 patients who needed emergency treatment and welcomed 685 newborns into our community. WCA provides no-cost services, such as health screenings, health education, and wellness fairs, while serving as a safety net that provides millions of dollars in charity care and uncompensated care. Our facility is the main resource for public health surveillance and emergency preparedness.

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 health care to our local economy is less understood. In addition to providing health care to anyone who enters WCA regardless of their ability to pay, the hospital is considered an economic engine, extending itself far beyond its role as the cornerstone of health care. WCA has an annual impact of $191 million on the 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 region’s economy. With an operating budget of nearly $100 million, WCA generates more than $2 of economic return for every $1 it spends.
On Thursday, December 17, 2015, WCA Hospital and UPMC (University of Pittsburgh Medical Center) announced a formal affiliation agreement to integrate WCA Hospital into the UPMC network to expand access to quality health care services and resources in the region. Recognized as the area’s health leader, WCA Hospital will be the first New York State hospital to sign an affiliation agreement with UPMC.

The affiliation agreement, completed and approved on Wednesday, December 16, 2015, by board members and leaders from the two health systems, enables WCA Hospital to preserve local health care while affording the community the specialty expertise and resources of UPMC, a world-class academic medical center and integrated health care delivery and finance system currently ranked No. 13 on the prestigious U.S. News & World Report annual Honor Roll of America’s Best Hospitals. For more than five years, the WCA board of directors and leadership have been diligently exploring strategic opportunities to enhance and expand the exceptional care the hospital provides while addressing the challenges of an ever-changing health care landscape. After a rigorous and thorough analysis following a multi-year study assessing the future of health care for Jamestown and its surrounding region, the WCA board members and leaders decided that a WCA-UPMC partnership ensures superior-quality and continued access to health care for the entire region.

Transforming Health Care Together

"This decision, like all other decisions we have made, was driven by our pursuit to provide affordable, accessible, patient-centered and coordinated care for anyone who enters WCA. Today, we begin a new era in health care at WCA – one that will truly shift the local health care landscape to enrich and expand the delivery of health care services in southern Chautauqua County."

—Betsy T. Wright, FACHE WCA Hospital President/CEO

thursday, December 17, 2015

"The road to success is not a path you find, but a trail you blaze."

—Robert Brault
Sometimes the best gift of all is giving to others. For donors like Cummins Engine, LINKS Charity, Italian American Charity, Serta Mattress, Angels Among Us, local foundations, and countless individual supporters, businesses, manufacturing industries, and area agencies, WCA Hospital is the anchor that keeps the community healthy and a richly-deserved health system to support and fund. Together in 2015, WCA Hospital and the WCA Foundation, Inc., received over $1 million dollars in gifts from 991 donors. On behalf of the entire WCA Family and the many individuals who benefitted from your talents, energies, time, kindness, and generosity, we THANK YOU from the bottom of our hearts!
2015 WCA Hospital Financial Report Operating Revenues

**Total charges for patient services were:** $204,757,213
Some of these charges were not paid because of:
  - Discounts due to government mandates or insurer contracts: <$102,727,937>
  - Free care to people who could not pay: <$209,118>
  - People who did not pay their bills: <$4,617,857>
**Therefore our patients paid us a total of:** $97,202,301
Our other operating revenues were: $8,384,838
Our contributions and investment income were: $369,874
**Our total revenues collected were:** $105,957,013

**OPERATING EXPENSES**
We paid for:
  - Employees’ salaries and benefits: $52,503,017
  - Supplies and other operating expenses: $43,625,881
  - Interest: $2,264,142
  - State/local assessments and taxes: $87,115
Other assets depreciated by: $6,418,792
**Our total expenses were:** $104,898,947

**OTHER FINANCIAL INFORMATION**
Total cash expenditures to replace equipment and renovate buildings: $2,310,117
Contributions made by WCA to recruit new physicians and support community education and outreach efforts: $352,335

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**WCA Hospital**
207 Foote Avenue, PO Box 840
Jamestown, NY 14702-0840
wcahospital.org

**Lakewood Health Center Outpatient Lab**
110 Mall Blvd., Lakewood, NY 14750

**Randolph Health Center Outpatient Lab**
117 Main Street, Randolph, NY 14772

**Dunkirk Health Center Outpatient Mental Health & Chemical Dependency**
338 Central Avenue, Dunkirk, NY 14048

**WCA Endoscopy & Outpatient Lab**
JAMA Riverwalk Center, 15 South Main Street, Jamestown, NY 14701

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Transforming Care Through Quality Excellence

- WCA retains Gold Seal of Approval* by The Joint Commission.
- Re-accreditation honors from the American College of Surgeons Commission on Cancer, with Commendation Levels of Compliance.
- Re-accredited by the American College of Radiology recognizing ultrasound, breast imaging, PET, and nuclear medicine diagnostic excellence.
- Awarded Honorable Mention from Healthcare Association of New York State for working with collaborative partnerships to improve health outcomes and access to care.
- WCA patient garden beds recognized as a 2015 GROW Jamestown Gardens, a community-wide partnership to promote gardening, landscaping, and other green activities throughout the city.
- WCA Diabetes Education Program recognized by the American Diabetes Association® for meeting standard excellence in diabetes care.
- Received Full Recognition by the Center for Disease Control and Prevention* for WCA Diabetes Prevention Education.
- WCA was 1 of only 4 hospitals in the country to receive the VHA Excellence Award, recognizing leadership and staff for documenting one of the highest levels of improvement in cost performance for physician preference.
- JCC Foundation honored WCA recipient of the Community Partner Award for its long time relationship with JCC’s Nursing Program.
- Re-accredited as a CEO Roundtable on Cancer for workplace wellness programs for employees and their families.
- Voted #1 Favorite Hospital in Chautauqua County by regional newspaper readers.
- Selected WNY Healthiest Employer by BUFFALO BUSINESS FIRST.

Charles C. Nazzaro, Chief Financial Officer
Lorraine B. Diggs, MSHA, Vice President of Nursing
Mary F. Bosek, Chief Quality Officer
Jana Anderson-O’Camb, Senior Director of Human Resources
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Keith G. Robison, Chief Information Officer

WCA Hospital Receives VHA Excellence Award
For more information on WCA Hospital’s services and testimonial stories from our patients, or to sign up for our monthly e-newsletter, scan the QR code now with your smartphone code reader.