



# VS 2017

## VITAL SIGNS

Our culture, quality and financial health are key to our continued success – one area cannot be successful without the others. A strong culture is a major competitive advantage for Crouse Health and leads to improved quality, which leads to financial stability.

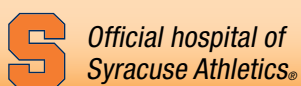


### Mission

To provide the best in patient care and to promote community health.

### 10-Year Performance Snapshot

Year	Discharges	Outpatient Cases	ER & Urgent Care Visits	WSC Surgeries	ASC Surgeries
2007	22,933	226,852	53,995	8,490	10,064
2008	24,008	215,527	57,926	8,236	9,870
2009	23,716	228,667	62,052	8,475	9,844
2010	24,032	229,022	59,647	8,681	9,400
2011	24,376	281,448	63,801	8,651	8,643
2012	24,588	307,066	69,339	9,418	9,042
2013	23,307	309,241	72,030	9,080	8,071
2014	23,578	318,902	76,567	9,553	7,691
2015	23,423	339,325	82,734	9,826	7,208
2016	22,763	367,377	82,226	9,357	6,882
<b>10-Year Trend</b>	<b>-0.7%</b>	<b>61.9%</b>	<b>52.3%</b>	<b>10.2%</b>	<b>-31.6%</b>
<b>4-Year Trend</b>	<b>-2.3%</b>	<b>18.8%</b>	<b>14.2%</b>	<b>3.1%</b>	<b>-14.7%</b>



## We Are Crouse Health

Crouse has been a premier healthcare provider in Central New York for 130 years. We are proud to be a trusted, community-based asset — as a regional top 10 employer, major economic contributor and leading provider of health and wellness services.

## Innovation and Opportunity

In May 2017 we announced a clinical affiliation with Northwell Health, an innovative, well-regarded healthcare system based in New Hyde Park, NY. This alignment is not a merger or acquisition, but rather a partnership that will provide us with opportunities to enhance services, share ‘best practices’ around patient experience and quality, and support our ability to expand access to care — locally and regionally.

## Here for You — Always

We will continue to provide — and develop — services for which Crouse and our physicians are recognized leaders. Our mission remains the same: to provide the best in patient care and promote community health.

Today’s Crouse Health reflects not only acute-care services provided in the hospital, but a growing integrated network of care for our region that includes:

- Community Memorial Hospital in Hamilton, NY;
- Crouse Medical Practice, with more than 150 primary care and specialty providers;
- A network of ancillary services and programs;
- Strong collaborations with employed and community-based physicians.



2017-2018

## Strategic Initiatives

### Crouse Culture

Nurture relationships; encourage diversity and inclusion

### Access to Healthcare

Improve access to care through continued growth of Crouse Medical Practice and expanded Emergency and Critical Care services

### Strategic Partnerships

Continue to seek partnerships and affiliations to expand key growth areas including population health

### Service Line Growth

- Neurosciences
- Cardiac Services
- Women & Infants Services
- Surgical Services
- Primary Care

### Crouse Health System

We are Crouse Health – not only a hospital, but a system of care. We remain focused on enhancing our network of hospital and community-based partners and services to meet our mission.

## Vision

- Service excellence
- Dynamic work environment
- Building on centers of clinical and organizational excellence
- Innovation and collaboration
- Financial and resource stewardship

## Values

- C**ommunity – working together
- R**espect – honor, dignity and trust
- O**pen and honest communication
- U**ndivided commitment to quality
- S**ervice to our patients, physicians and employees
- E**xcellence through innovation and creativity



# When seconds count, more patients count on Pomeroy Emergency Services at Crouse Health.

## Teamwork to Treat You Better, Faster

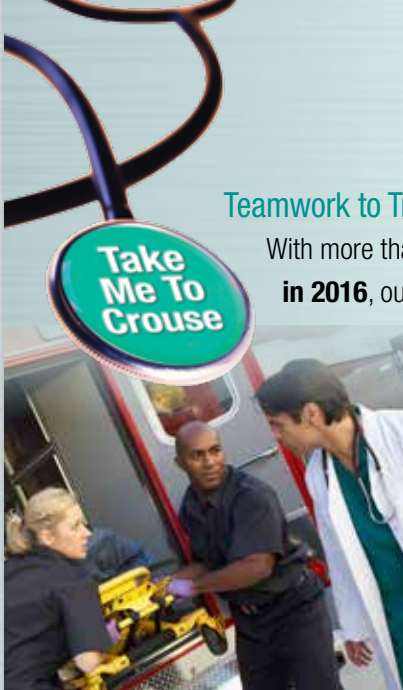
With more than **82,000 patient visits** in 2016, our newly expanded Pomeroy

Emergency Services Department is among the busiest in the region. We're staffed with more than **150 experienced and passionate** board-certified physicians, physician assistants, nurses,

nurse practitioners, pharmacists, care managers, social workers and support staff to provide prompt, high-quality care 24/7.

## Advanced Facility, Advanced Care

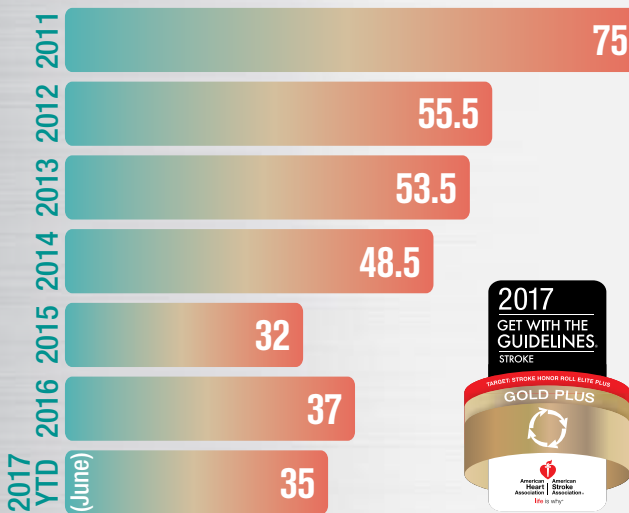
The Pomeroy Emergency Services Department has more than tripled in size – from 7,800 square feet to nearly 21,000 square feet. An **improved, modern design** allows us to move patients faster – and more comfortably and safely – through triage. Our new ER features the region's **most advanced technology** to match the award-winning care our emergency services team provides.



## Patients in Crouse ER with Stroke Symptoms

### Crouse Door-to-tPA Time

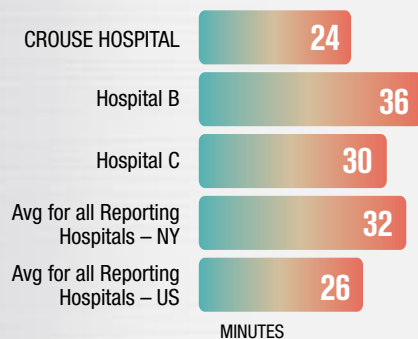
Median Time (minutes)



Research shows if tPA is given within 3 hours of symptoms, the effects of stroke decrease significantly. Crouse has earned the American Heart Association's Target: Stroke Honor Roll Elite Plus recognition for meeting — and exceeding — AHA guidelines for giving tPA within 45 minutes.

Source: Crouse Neurology

## Emergency Department – Average Door-to-Provider Time (minutes)

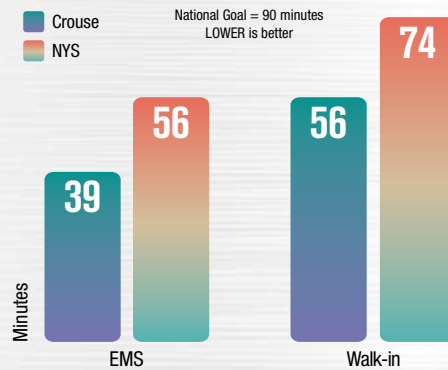


Source: CMS Hospital Compare, 10/1/2015 – 9/30/2016

## Cardiac Emergencies... Quickest Care

### 2016 Crouse Hospital STEMI Cases

Average Door-to-Balloon Time Compared to NYS Hospital Average



Data from NYS Dept. of Health, Cardiac Services Report, 6/30/17



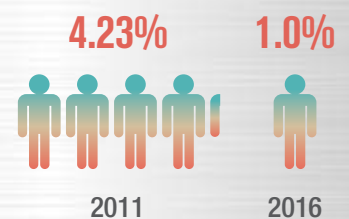
Crouse's cardiac 'door-to-balloon' (door to treatment) times continue to beat the statewide average, both

for EMS arrivals and patient walk-ins. This is a reflection of the superior level of teamwork and expertise between our emergency services and cardiac care teams.

We're proud to be the **only area hospital designated as a Mission: Lifeline Gold provider** by the American Heart Association for implementing specific quality improvement measures outlined by the AHA for the treatment of patients who suffer severe heart attacks.

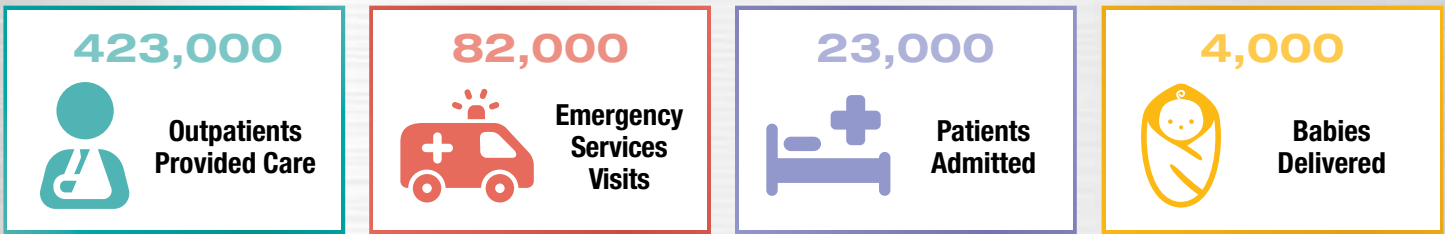
## Patients Leaving Crouse ER Before Being Seen

Average for all NYS reporting hospitals: 3.0%



Source: CMS Hospital Compare and Crouse Quality Improvement

# Quality Healthcare — 2016



## Hospital Acquired Infections (HAI)

	2014	2015	2016
C DIFF	49	37	34
CAUTI (ICU)	13	3	1
CAUTI (Med/Surg)	11	11	5
NICU	5	6	4
CLABSI (Adult Only)	24	15	16
SSI Colon (CMS)	14	12	9
SSI Hysterectomy (CMS)	6	3	2
MRSA Bacteremia	5	10	9

These numbers reflect the entire patient population.

## Hospital Acquired Conditions (HAC)

	2014	2015	2016
Pressure Ulcers	1	3	0
Iatrogenic Pneumothorax	1	4	1
CLABSI	2	0	0
Post Operative Hip Fracture	0	0	0
Post Operative Deep Vein Thrombosis/ Pulmonary Embolism	10	7	8
Post Operative Sepsis	2	1	0
Post Operative Wound Dehiscence	0	0	0
Post Operative Puncture or Lacerations	12	7	0

These numbers reflect Medicare patient population only.

# Economic & Community Impact — 2016

**\$443,000,000**

Crouse Health's annual operating budget. The health system's payroll expenditures serve as an important economic stimulus, creating and supporting jobs throughout the local and regional economies.

**\$199,000,000**

Total payroll in 2016 for 3,200 employees system-wide

**\$48,000,000**

Total cost of employee benefits in 2016

**88%**

Percentage of Crouse patients applying for charity care who received free or significantly reduced cost of care in 2016 (up from 84% in 2015). Nearly all of the remaining 12% received a discount on their hospital bill based on economic need and circumstances.



Dollars earned by our employees are spent on groceries, clothing, mortgage payments, rent and entertainment, which is more than

**\$706,000,000\***

in economic activity for the local/regional economy annually.

**\$28,298,211**

Medicaid subsidized healthcare services at Crouse in 2016 (difference between actual cost to deliver care and government reimbursement to the hospital).

**\$4,478,432**

Amount of charity care Crouse Health provided in 2016.

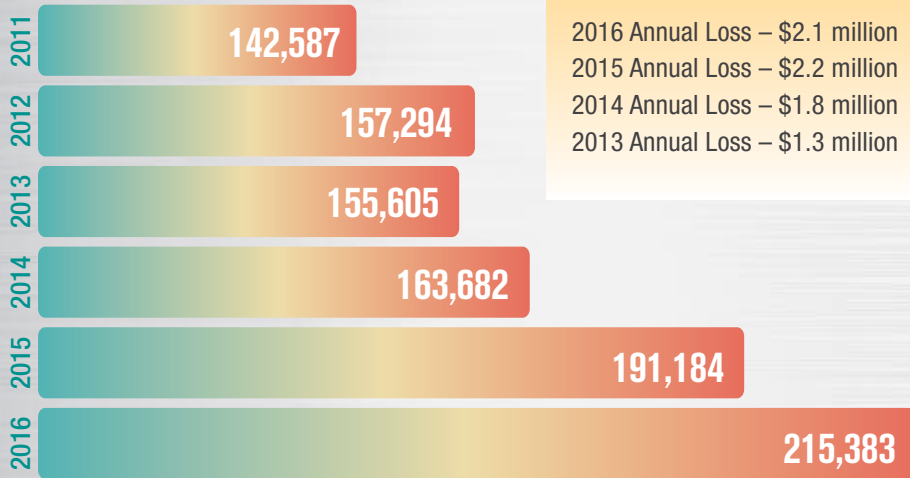
**\$11,245,941**

Amount of bad debt service Crouse Health provided to patients in 2016. Bad debt is the dollar amount of healthcare services provided to self-pay patients that was not paid and therefore not received by the hospital.

Source: \*HANYS 2016 Economic Impact Report / Crouse Finance Department

# Onondaga County's 'Safety Net' Hospital

## Chemical Dependency Treatment Services Number of Patient Service Visits



2016 Annual Loss – \$2.1 million  
 2015 Annual Loss – \$2.2 million  
 2014 Annual Loss – \$1.8 million  
 2013 Annual Loss – \$1.3 million

Source: Crouse Finance Department

## % Total Inpatient Discharges with Medicaid 2016

**Crouse Health**  
**31.6%**

**St. Joseph's**  
**20.5%**

**Upstate/Community General  
(combined)**  
**32.3%**

Source: Hospital Executive Council

## A Top CNY Employer

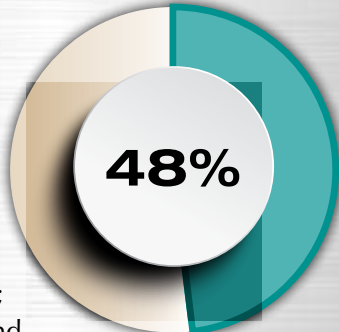
1	Upstate	9,136
2	Cornell University	8,610
3	St. Joseph's Health	4,660
4	Walmart	4,500
5	Syracuse University	4,407
6	Lockheed Martin MST	4,200
7	Price Chopper Supermarkets	4,000
<b>8</b>	<b>Crouse Health</b>	<b>3,200</b>
9	National Grid	2,200
10	Tops Friendly Markets	2,023

Source: CenterState Corporation for Economic Opportunity

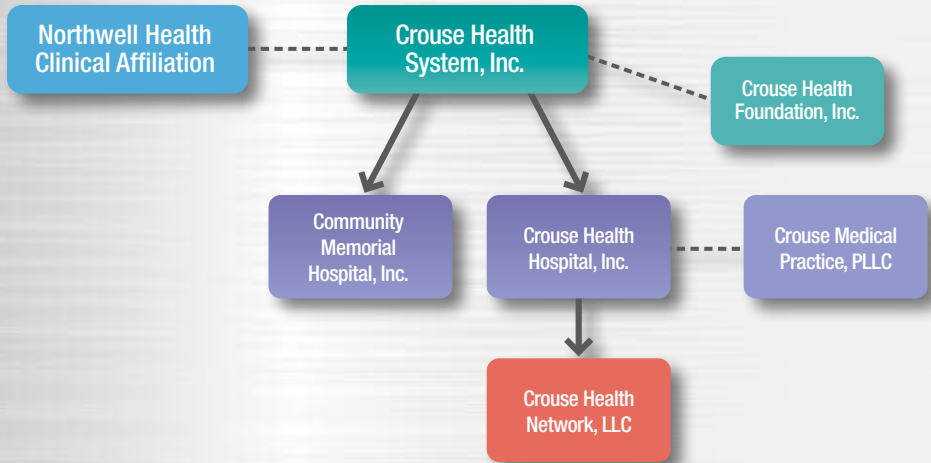

## State & Federal Funding

### Reimbursement from Medicaid and Medicare

A large portion of reimbursement is tied to Medicaid and Medicare, which do not cover the cost of care; Medicaid pays 73¢/dollar of care and Medicare pays 95¢.



# Crouse Health System Organizational Chart

**Crouse Health Network – Primary Care Profile**

# of Providers: 120

# of Covered Lives: 300,000+

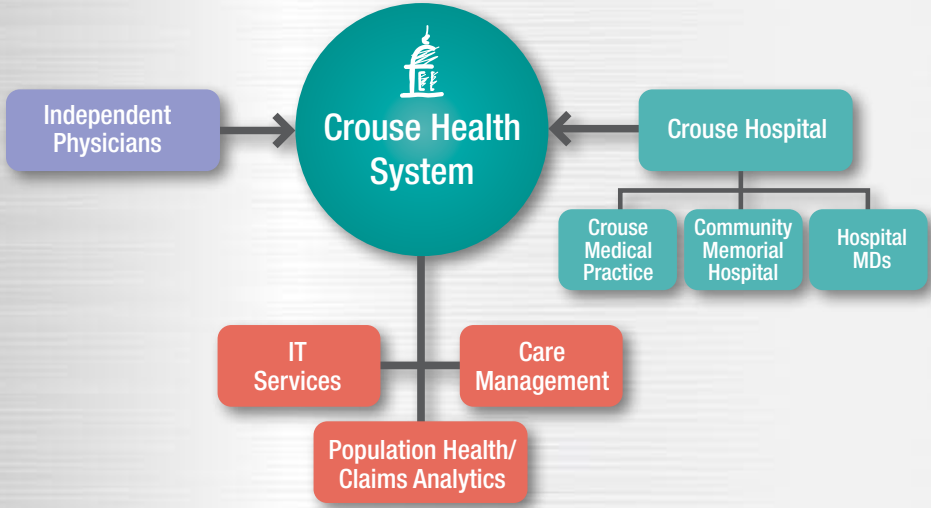
## Crouse Medical Practice

Formed in 2010, CMP is a multispecialty physician practice with multiple locations and over 120 providers. It employs primary care physicians, neurologists, neurosurgeons, neuroendovascular surgeons and cardiologists.

## Crouse Health Network

CHN is a clinically integrated network that supports Crouse’s strategic focus of developing an integrated delivery network and strengthening our alignment with physicians. It is made up of Crouse Hospital, CMP and community-based physicians. It represents over 120 primary care providers and 300,000 covered lives.

# Crouse Health Network



# Awards and Recognition

Crouse Health continues to earn national and regional recognition for our dedication to improving quality of care and the overall patient experience.

- |  |  |  |
|--|--|--|
| <p><b>2017</b></p> <ul style="list-style-type: none"> <li>• <b>“Gold Plus” Elite Designation: Stroke</b> – American Heart Association/American Stroke Association </li> <li>• <b>Mission: Lifeline Gold Quality Achievement Award</b> – American Heart Association </li> <li>• <b>“Gold Plus” Designation: Heart Failure</b> – American Heart Association/American College of Cardiology Foundation </li> </ul>   | <p><b>2014</b></p> <ul style="list-style-type: none"> <li>• <b>Heart Failure Center Accreditation</b> – Society of Chest Pain Centers </li> <li>• <b>“Gold Plus” Designation: Stroke Care</b> – American Heart Association/American Stroke Association </li> <li>• <b>CNY Best Award for Training and Performance</b> – American Society Training and Development </li> <li>• <b>Excellus BlueCross BlueShield Recognizes Crouse Quality Care</b> – Excellus BlueCross BlueShield </li> <li>• <b>“Silver” Designation: Heart Failure</b> – American Heart Association/American Stroke Association </li> </ul> | <p><b>2012</b></p> <ul style="list-style-type: none"> <li>• <b>Business of the Year: Community Involvement</b> – CenterState Corporation for Economic Opportunity </li> <li>• <b>“Gold Plus” Designation: Stroke Care</b> – American Heart Association/American Stroke Association </li> <li>• <b>“Silver” Designation: Heart Failure</b> – American Heart Association/American Stroke Association </li> <li>• <b>Silver Innovations Award</b> – Avatar Patient Satisfaction </li> <li>• <b>Certificate of Excellence: Patient Safety</b> – Excellus BlueCross BlueShield </li> <li>• <b>Quality Respiratory Care Recognition</b> – American Association for Respiratory Care </li> </ul> |
| <p><b>2016</b></p> <ul style="list-style-type: none"> <li>• <b>Blue Distinction+ for Hip and Knee Replacement</b> – Excellus BlueCross BlueShield </li> <li>• <b>Blue Distinction+ for Maternity Care</b> – Excellus BlueCross BlueShield </li> </ul>  | <p><b>2013</b></p> <ul style="list-style-type: none"> <li>• <b>“Gold Plus” Designation: Stroke Care</b> – American Heart Association/American Stroke Association </li> <li>• <b>ISO 9001 Quality Certification</b> – DNV Certification Inc. </li> <li>• <b>Bariatric Surgery Center of Excellence Accreditation</b> – Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program of the American College of Surgeons </li> </ul>  | <p><b>2011</b></p> <ul style="list-style-type: none"> <li>• <b>Breast Imaging Center of Excellence</b> – American College of Radiology </li> <li>• <b>Heart Failure Center Accreditation</b> – Society of Chest Pain Centers </li> <li>• <b>Exemplary Outcomes Designation</b> – American College of Surgeons </li> <li>• <b>Quality Respiratory Care Recognition</b> – American Association for Respiratory Care </li> </ul>  |
| <p><b>2015</b></p> <ul style="list-style-type: none"> <li>• <b>“Gold Plus” Elite Designation: Stroke</b> – American Heart Association/American Stroke Association </li> <li>• <b>Mission: Lifeline Silver Quality Achievement Award</b> – American Heart Association </li> <li>• <b>“Gold Plus” Designation: Heart Failure</b> – American Heart Association/American College of Cardiology Foundation </li> <li>• <b>Blue Distinction+ for Bariatric Surgery</b> – Excellus BlueCross BlueShield </li> </ul> |  |  |



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