



2019 ANNUAL REPORT



PRESIDENT'S MESSAGE

The preparation of the 2019 Annual Report is taking place during the upheaval of the COVID pandemic of 2020, and the routines of our usual day-to-day operations have been upended. This will be a shorter Annual Report as a result, but as we reflect on what seems like a distant 2019, we will be able to move

forward with renewed zeal to fulfill our mission of providing the best possible care to the community we serve.

In 2019, our hospital and medical staffs continued to enhance and improve on the quality of care we deliver by adding evidence-based practices to our standards of care. Education is available to our staff through multiple avenues: webinars, clinical orientation at UR Medicine affiliates like Strong, Highland or Wilmot Cancer Institute, and onsite education at Noyes. In addition, we continue to align standards of care with our UR Medicine partners in the region. Our quality of care was validated during our triennial Joint Commission survey in September, and subsequent recertification.

We added services and expanded our reach:

- Dr. Jason Zittel, medical oncologist, joined the medical staff of the Wilmot Ann and Carl Myers Cancer Center.
- In Geneseo, we converted our "after hours" walk-in clinic to a 12 hour-a-day, 7 days-a-week Urgent Care, with onsite Xray and lab services available. Patient volumes doubled by the end of the year.
- The newly re-named Noyes Physical Therapy and Sports
 Performance Department moved into a sparkling new space in
 the Brae Burn building adjacent to the hospital, space that was
 renovated by our in-house engineering team for the majority of the
 work, saving tens of thousands of dollars.

• Plans were finalized, allowing construction to begin on the new E. Michael Saunders Imaging Services department. The expansion will add PET/CT service as well as a new interventional radiology suite, and is expected to open in early 2021.

As an affiliate of the University of Rochester, we constantly work together to bring care closer to the patient and to coordinate care that may need to be delivered in multiple locations. To facilitate care, we have begun the journey to a single platform for our electronic medical records. We expect to convert to the EPIC platform by 2022.

In addition, our management team works constantly to find new ways to offer enhanced services to our patients, increase revenue and find cost savings. Their work, too, allows Noyes to navigate a fiscally challenging healthcare environment.

I never get tired of saying "thank you," as Noyes has much to be thankful for. Every member of the hospital and medical staffs, our Auxiliary and our volunteers, are committed to giving excellent care and service to our patients. Our donors continue to support Noyes in astounding ways: Bid Adieu to Diabetes, a joint fundraiser by Dansville Lions, Moose and Rotary clubs, Dansville Ambulance Service and the BOCES Metal Trades students/faculty, raised \$43,000 for our diabetes programs. And, as you can see by the donor listings, we are blessed with strong donor support which is vital to a community hospital.

Amy Pollard RN, BSN, MPS President/Chief Executive Officer



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MESSAGE FROM THE NOYES BOARD CHAIR

Noyes Health began as Dansville General Hospital nearly a century ago. Today, as it did then, Noyes takes care of its community, providing high-quality healthcare nearby to where its patients live and work.

As the healthcare industry has evolved in those intervening years, so, too, have a variety of challenges Noyes has faced and overcome, maintaining and expanding access to that high level of care while remaining fiscally viable.

In 2019, Noyes faced financial challenges in terms of changing reimbursement models based on governmental guidelines meant, in part, to rein in healthcare costs, but leaving Noyes with less flexibility to do just that. Those challenges resulted in an operating loss for the first time in several years.

Noyes leadership rigorously pursued alternative revenue streams, for instance at what was just an after-hours clinic in Geneseo, expanding on-demand, walk-in service into a 12-hour-a-day Urgent Care. Noyes' partnership with UR Medicine has brought specialty providers to the region cardiologists, urologists, otolaryngologists, gynecologists - with a view toward increasing volumes in support services such as the lab and imaging, as well as increased utilization of our ambulatory surgery centers in Dansville and Geneseo. The Ann and Carl Myers Cancer Center, backed by the expertise of UR Medicine's Wilmot Cancer Institute, has become the treatment center of choice in the area, and will become a true, comprehensive cancer center in the years to come with the addition of a PET/CT scanner and larger

interventional radiology suite.

Of course, Noyes was not the only healthcare provider that faced losses in 2019. Rural healthcare providers have been under



pressure for many years, faced with decreasing employment opportunities and resulting population loss, as well as increased difficulties in recruiting qualified doctors and nursing staff.

I have been a member of Noyes' Board of Directors for more than a decade, and have sat on numerous operational committees. I have seen the organization grow and evolve to meet the needs of the community I live in. I am impressed and inspired by the Noyes administration and the Noyes staff, and am grateful for their on-going commitment to the organization and to the community.

In June 2019, I took over as Chair of Noyes Health's Board from my predecessor, Graham Frazer. I share Graham's dedication to ensuring the future sustainability of Noyes. I am confident that Noyes' leadership, in partnership with the Board of Directors and UR Medicine, will continue to effectively navigate an ever-more-complicated regulatory landscape to provide the care this community needs and deserves.

James Culbertson, Chair UR Medicine/Noyes Health Board of Directors



CHIEF FINANCIAL OFFICER MESSAGE

It is an understatement to say the health care industry is in a period of change. At the time this report was compiled, the COVID-19 Pandemic presented unprecedented challenges to the industry. The costs



of suspending non-emergency surgery, procurement of adequate quantities of Personal Protective Equipment, shift in focus to the development and implementation of a COVID testing process and appropriate protocols for patient care, have led to a potentially catastrophic financial hit to Noyes' bottom line, and that of most hospitals

and health care systems.

Despite the challenges, we look optimistically to the future as UR Medicine | Noyes Health continues to evolve and grow. Our affiliation with UR Medicine has never been as important as it is now, as we navigate through this period of time.

The Board of Directors, Senior Administration and our UR Medicine partners are continuing their commitment to developing and implementing strategic initiatives to improve access to care locally, as well as to helping UR Medicine | Noyes Health remain fiscally stable for the long haul. Employing nearly 600 people and with a payroll of nearly \$30 million dollars in 2019, Noyes' investment in the local

community is significant. This translates to an economic impact of over \$115 million dollars on the regional economy and generates more than \$13,000,000 in tax revenue.

In addition, as a non-profit organization, Nicholas Noyes Hospital is committed to providing accessible and affordable care to the community, including those without health insurance. To that end, in 2019, Noyes provided over \$2,200,000 in Charity Care to the uninsured or under-insured.

Jay Maslyn Chief Financial Officer

2019 NOYES HEALTH CAPITAL EXPENDITURES

Facility investments are essential to Noyes' ability to deliver the highest quality care in a setting that meets patient expectations. In an ongoing effort to upgrade our facilities and equipment, Noyes Health invested approximately \$2.2 million in capital expenditures in fiscal year 2019, including the following major projects and equipment:

- Construction of new clinic space in the Brae Burn Building across the street from the hospital for Noyes' rebranded Physical Therapy and Sports Performance service line
- Development of PET Scanning and Interventional Radiology plans
- Continued renovation of hospital patient rooms
- Information Technology Hardware and Software upgrades and electronic medical records
- Lab analyzers, Operating Room Laser System and Dialysis machines

FINANCIAL PERFORMANCE - Key Financial Data for the year ended 12/31/19

| Operating Revenue (in 000's) | \$61,092 |
|--|----------|
| Operating Expenses | |
| Salaries & Benefits | \$34,873 |
| Supplies & Other Expenses | \$23,418 |
| Depreciation & Interest | |
| Total Expenses | \$61,965 |
| Income From Operations | \$(873) |
| Non-Operating Revenue & Other Net Asset Changes | \$693 |
| Net Income/Change in Net Assets | \$61,785 |
| Operating Metrics | |
| Days Cash on Hand | 89 |
| Operating Margin | 1.43% |

| Volumes | 2019 | 2018 | 2017 |
|-----------------------------|--------|--------|--------|
| Inpatient Discharges | 2,168 | 2,353 | 2,404 |
| Births | 355 | 330 | 326 |
| Surgery/Scopes Cases | 5,326 | 5,486 | 5,668 |
| Emergency | 15,144 | 14,912 | 14,618 |
| After Hours Care Visits | 11,978 | 10,264 | 12,015 |
| Dialysis | 11,017 | 11,156 | 11,083 |
| Radiation Oncology | 4,271 | 3,799 | 2,932 |
| Outpatient Mental Health | 22,396 | 20,476 | 16,347 |

MESSAGE FROM NOYES CHIEF MEDICAL OFFICER

As Chief Medical Officer for UR Medicine's affiliate hospitals in the Southern Tier, I am able to work with the talented teams at Noyes, St. James in Hornell and Jones in Wellsville in a cooperative and coordinated way to increase patient access to high-quality health care close to where patients live and work.





Noyes focused energy and time on efforts to decrease readmissions of vulnerable patients, instituting pharmacist-led bedside instructions on medications prescribed at discharge, as well as increasing coordination between the hospital and various social welfare agencies in the region to offer support for those patients once they leave Noyes' care.

Noyes' pharmacy team also collaborated with peers across the UR Medicine system on infection prevention protocols and antibiotic stewardship initiatives.

Staff worked with UR Medicine's palliative care team in Rochester to create a robust palliative program at the hospital.

Telemedicine continued to offer new ways for Noyes patients to seek and receive specialty care, with the initiation of new links between Noyes' Emergency Department and UR Medicine's neurology department to help in diagnosis and treatment of stroke, as well as between Noyes' Family Birthing Center and Golisano Children's Hospital's neonatology unit.

Surgeons at Noyes and St. James began to work cooperatively on emergency call schedules, to ensure that both organizations' emergency departments were covered.

Noyes and its Southern Tier partners continue to face increasing challenges in recruiting qualified physicians, surgeons, nursing staff and other specialized healthcare providers, due partly to changes in visa processes at the federal level. To attract more local staff, we continue to develop a cooperative program with the Lake Erie College of Osteopathic Medicine, which brings students into the hospitals.

I am grateful for the professionalism and dedication of the medical staffs of all three hospitals in seeking new ways to provide the care the region's residents need and deserve.

Bilal Amhed, M.B.B.S., Chief Medical Officer

2019 FOUNDATION BOARD OF DIRECTORS

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John Quinlan - Secretary
Les Cole
James Coniglio

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Mary Sue Dehn –
Foundation Director
Mary Ann Merle
Amy Pollard – President/
Chief Executive Officer
Robert Smith
Maureen Wolcott

MESSAGE FROM FOUNDATION FOR NOYES HEALTH CHAIR

In June 2019, the Foundation for Noyes Health had a changing of the guard when its longtime leader, Jon Shay. decided to step down as its Chair. Jon helped forge the way for the Foundation to be the successful fundraising arm for Noyes Health. and I am happy to say that he is continuing as a board member. I know that his passion for Noyes as well as his love for community will always be there, and I hope to be able to carry on his effort and enthusiasm.



Noyes receives tremendous support from the community it serves, year after year. Cancer touches the lives of so many, and the community understands the value of being able to get the best possible treatment close to home. Families and grassroots organizations step up every year to help Noyes and the Cancer Center.

Sicky's Squad, an extended family group led by Kevin and Rachelle Sick, held their annual Memorial Day barbecue, inviting dozens of neighbors and friends. They sold raffle tickets and asked for donations and raised nearly \$15,000 for the Cancer Center. Sully and the Ladies in Pink, an local organization started to support women being treated for breast cancer, provided gift cards for patients in the Cancer Center.

Staffers at Livingston County's government offices again participated in a No Shave November event to benefit the Cancer Center.

In honor of his mother, one of Noyes' most supportive donors, David A. Smith, gave the Cancer Center a beautiful sculpture and bench, designed and crafted by Fil Rocha at Kyle's Metal Shop. "Betterflies" features butterflies in flight, symbols of healing.

Diabetes also impacts this community. Noyes provides diabetes education as well as treatment in its primary care settings and at the Noyes Kidney and Dialysis Center in Geneseo. In 2019, several of Dansville's service organizations, Rotary, Lions and Moose along with the Ambulance Co., teamed with Genesee Valley Educational Partnership to host the annual Metal Trades Auction, a benefit for Noyes' diabetes outreach. Metal trades students presented their sculptures at a live auction, and the event raised \$40,000.

Empire Realty continued to host their annual Empire Strikes Back golf tournament, and Randy Hamilton and his team in Cohocton were able to hold their annual Footin' it for Noyes Family event. They each raised over \$15,000 for the Foundation.

In October, the Foundation held a special event at the Barns at Conesus to thank donors for their continued and unwavering support for Noyes. At this event, the inaugural Foundation for Noyes Health Leadership award was created and presented to Jon Shay, in recognition of his many years of service and unending commitment to the Foundation and Noyes Health. Donors also enjoyed a buffet dinner with live music and listened to Noyes counselor Glen Hann discuss the need for continued Mental Health and Wellness services and its expansion to northern Livingston County.

As a lifelong resident of Livingston County and particularly the Dansville area, I can say with utmost sincerity how proud I am of our area's commitment to the success of Noyes Health in 2019. We all know what a real jewel we have in our community hospital and all of its first class services. On behalf of the Foundation Board of Directors, I would like to extend my gratitude to all of you for your time, talent and treasure, and am confident that we can continue this level of dedication in 2020.

Tom Wamp, Chair, Foundation for Noyes Health

2019 DONATIONS

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In Memory of Helen B. LeVasseur/Knapp:

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In Memory of Edward P. Nichols: Russ and Marie Nichols

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Sicky's Squad

In Memory of Charlie and **Mary Sundlof:**

Dennis and Suzanne Boor

In Memory of Charlie and Wynne Wegemann

ANN AND CARL MYERS CANCER CENTER - INFUSION:

In Memory of Ronald Weidman, Jr.:

Dorothy Acomb Jeanette Amorese Bill and Barb Babcock Pete and Cindy Barton Barbara Brockway Donald and Barbara Chasey **Daniel Cotter** John and Patricia Crossett Bonnie DePuy James and Diana Ellison Jerry Fox The Family of Mary Gibson,

Lynda Lawson, and Brenda Gibson Sherry Glover Clayton and Mary Harris Hemmer and Miller Families Deborah Holbrook John and Sheila Hooker Cecelia Hopkins Patrick and Diane Kenney Gregg Learned John and Jennifer Leuzzi David and Faith Mastin William and Denice Meyers John and Susan Murphy George and Catherine Ott Tim and Amy Pollard Margo Reilly Sherrie Reilly David and Catherine Reinholtz Carol Rittenhouse Rich and Pamela Rizzieri

S.A.L. Squadron 87 James and Mary Lou Sanderson John and Donna Scura Jon and Linda Shay Donna Sick John and MaryElizabeth Skillings David Smith Bud and Sue St. George Barbara Stewart

Stony Brook Pediatrics Irene Strick Richard and Judy Sundlof Edgar and Sandra VanHyning Stephen Wager Ray and Machelle West

PHYSICAL THERAPY:

David Anderson

E. MICHAEL SAUNDERS **MEDICAL IMAGING PROJECT:**

Bernhardt and Dorothy Lang

In Memory of Edward P. Nichols:

Russ and Marie Nichols In Memory of E. Michael Saunders:

Heather Goodbody The Saunders Foundation

THIRD FLOOR:

Bruce and Allie Donnan John Dorak

In spite of our best efforts to be accurate, we may have overlooked a misspelling or omitted a name by mistake. If that is the case, please accept our apology and notify Kellie Sylvester at (585) 335-4212 of the error. Thank you!

NOYES HEALTH AUXILIARY REACHES MILESTONE

The more than one hundred members of the Noves Health Auxiliary contribute their time and energy in various roles throughout Noyes' facilities. They staff the Spice Box, Noyes' gift shop and coffee bar on the ground floor of Noyes Memorial Hospital, help out in the business and medical records office. stuff envelopes for the Foundation and host several fundraisers throughout the year to support a variety of Noyes' services. They also



fund scholarships for local graduating high school students who plan to study medicine or related subjects in college.

In 2019, the Auxiliary reached a milestone, completing a \$350,000 pledge to the Mary Saunders Beiermann **Emergency Department Capital** Campaign. The donation was the single largest individual donation to the Emergency Department campaign.

The Auxiliary also lost a long-standing and tireless volunteer in 2019. Bonnie Sisak retired from the Auxiliary to move out of the area. Bonnie started the longrunning Chip In Fore Noves annual golf

tournament which, over time, raised tens of thousands of dollars to support various Noves' initiatives.

ADDITIONAL 2019 HIGHLIGHTS

Noyes Mental Health and Wellness continue to expand in 2019. Staff provided mental health services to three additional school districts as well as Genesee County BOCES, bringing the total of school districts served in the region to

In February 2019, UR Medicine | Noyes Health was one of five healthcare service providers in the Finger Lakes region awarded grants through New York's Statewide Health Care Facility Transformation Program. Noves received two grants:

- \$1,549,400 to help underwrite the purchase of a PET/CT scanner and for capital improvements to build out Noyes' imaging department in Dansville. The new space will include an interventional radiology suite and will be known as E. Michael Saunders Imaging Services.
- \$348,050 to build an out-patient mental health clinic in Avon which will include walk-in crisis management services.

UR Medicine | Noves Health earned the American Heart Association/American Stroke Association's Get With The Guidelines® Target: Stroke Honor Roll Elite Silver Plus Quality Achievement Award, recognizing the hospital's commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence. Staff met specific quality achievement measures for the diagnosis and treatment of stroke patients at a set level for a designated period. These measures include evaluation of the proper use of medications and other stroke treatments aligned with the most up-to-date, evidence-based guidelines with the goal of speeding recovery and reducing death and disability for stroke patients. Before discharge, patients also receive education on managing their health, get a follow-up visit scheduled, as well as other care transition interventions.

The New York State Department of Health awarded **UR Medicine** | Noves Health's Family Birthing Center the New York State Perinatal Quality Collaborative (NYSPQC) Safe Sleep Project Quality Improvement **Award**, recognizing the efforts of staff of the Family Birthing Center to increase infant caregivers' understanding of safe sleep educational messaging, and model a safe sleep environment for infants.

Cherie Gibson, RN and Bob Flansburg, RN were recognized with the DAISY Award, an international recognition program new to Noves in 2019, which honors and celebrates the compassionate care nurses provide every day. The DAISY Foundation was established by the family of J. Patrick Barnes after he died from complications of the autoimmune disease ITP in 1999. During his hospitalization, they deeply appreciated the care and compassion shown by his nurses and they felt compelled to say "thank you" to nurses in a very public way. Patients, co-workers and others may nominate nurses to receive the award, who must be licensed nurses in good standing, have worked at Noyes for at least a year, and not have any current disciplinary actions on file.

The Finger Lakes Donor Recovery Network, recognized Noves' efforts in 2019 to promote organ, eye and tissue donation registration with its Platinum **Award.** Noves ranked highest among 17 area hospitals in the region in accumulating points for the variety of activities Noves staff used to raise awareness and encourage organ donation.

Noyes Health Auxiliary donated \$15,000 as a downpayment on a \$75,000 pledge to support Noyes' purchase of a portable x-ray unit. The donation came from proceeds of the Auxiliary's annual Chip in Fore Noves golf tournament.







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50 E. South St. Geneseo, NY 14454 (585) 243-9230

Noyes Mental Health and Wellness 9221 Robert Hart Drive

Dansville, NY 14437 (585) 335-4316

Noyes Kidney Disease and Dialysis Center 4616 Millennium Drive Geneseo, NY 14454 (585) 991-5015