



NOYES HEALTH • 2011 ANNUAL REPORT



The Heart of the Community



Marilyn Moore, Board Chairperson

Chairperson's message

It has been an exciting year for Noyes! It began with the appointment of our new President and CEO, Amy Pollard, and has culminated with forging a strategic partnership with the University of

Rochester Medical Center. As you will see throughout the highlights of this annual report, many other positive changes have also taken place. It has been my pleasure to work with so many individuals who are committed to our "Tradition of Excellence" in spite of the challenges all hospitals face in delivering healthcare.

The Board of Directors, Medical Staff, and Administration have worked collaboratively to provide quality care to the communities Noyes serves. Our job is taking care of people. The strong culture of dedicated and committed physicians and employees exemplifies the pride we share in strengthening our ability to sustain our way to building healthier communities. Noyes is proud to be able to provide a wide range of services both in Dansville and Geneseo and will remain committed to helping our community retain access to excellent healthcare in the future. "Our Strength is Caring. Our Focus is You."

Marilyn Moore
Board Chairperson
Noyes Health

Thank you for helping us make a difference

Your generous donations to Noyes Health have been building an ongoing legacy of quality healthcare for everyone in our community. Improvements secured over the last several years through your giving include:

- The Saunders Surgical Center
- The Holroyd Intensive Care Unit
- The Infusion Center
- Telemetry monitoring system
- Wireless access at the Hospital
- Dialysis machines, chairs and iPads for dialysis patients
- Anesthesia machines
- Low-dose CT scanner

At Noyes Health, we care for people at every phase of life—literally from before they are born, until the end of their individual journeys. Every day and in countless ways, our doctors, nurses, administrators, therapists, dieticians, technicians, and support personnel are involved in making those journeys healthier and happier. In the human body, the constant pumping of the heart enables life. And in the place we call home, the constant activity of Noyes Health caring for its members enables our community to thrive.

President/CEO's message

The theme of the 2011 annual report is "The Heart of the Community." Our report is filled with examples of how we continually improve the care and services we provide to our community through quality, safety and strategic planning initiatives.

A strategic focus in 2011 for the Board, Medical Staff and Administration was to evaluate a potential partner for Noyes. The goals of a partnership were clear:

- Provide services locally, including needed specialty services
- Maintain employment of staff which serves as an economic engine for our community
- Improve financial performance
- Improve existing quality by collaborating with a healthcare leader

Noyes Health and the University of Rochester Medical Center have agreed to enter into a collaborative relationship which will be finalized in 2012. This relationship will meet the stated goals above and will be a very exciting time for Noyes and the community.

There are a few quality and safety improvements I'd like to highlight:

- The Birthing Center medical and nursing staff completed a program on standardization of electronic



Amy Pollard, President and CEO

fetal monitoring, a New York State initiative to improve obstetrical quality and safety.

- The transition from handwritten medical orders to computerized provider order entry (CPOE) was implemented.
- A new 64 slice CT scanner was installed which provides excellent imaging while using low-dose radiation.

An update of our branding was launched this year as well as a complete reworking of our website. Please visit our website at www.noyes-health.org.

We have taken many positive steps forward in 2011 despite constant challenges related to decreased reimbursement and increased requirements. A sincere "thank you" to the hospital and medical staff for their commitment and loyalty. As we develop the relationship between Noyes and the University of Rochester Medical Center, 2012 will be an exciting year, with the goal of improving the delivery of healthcare to our community.

A handwritten signature in black ink that reads "Amy Pollard".

Amy Pollard
President/CEO
Noyes Health

Noyes Health has been established as the “umbrella” brand.

A homepage screen capture of the updated Noyes Health website.



New branding created

In 2011, we launched our new branding, replacing our old naming system, logo and graphic design with a fresh approach. The existing Livingston Health Care System had encompassed multiple facilities, each with its own identity. To more effectively communicate the scope of our services and create greater awareness of all we have to offer, we renamed the Livingston Health Care System as ‘Noyes Health’, bringing all our services and locations together under the Noyes brand umbrella. Our new logo and graphics were applied to each facility, to better communicate to the public that each is part of an overall system with a significant cumulative impact on life in our area.

We launch our new website

In December, Noyes Health launched the new noyes-health.org website. The website reflects the updated branding, along with improved content and functionality. In 2012, we will see continual growth and enhancement of the site.

The site brings together comprehensive information about the numerous services and facilities provided by Noyes Health, making it easier for patients and their families to take advantage of all that Noyes has to offer the communities we serve. Visit our new site at www.noyes-health.org.

Amy Pollard becomes President/CEO

In August, Amy Pollard, RN, BSN, MPS, was named President and CEO of Noyes Health. Mrs. Pollard was the overwhelming choice of the search committee, medical staff and employees, and was selected from a pool of over 100 applicants. She began her career at Noyes in 2007 as the Vice President of Patient Care, and in February of 2011, was promoted to Interim President.

As President, Mrs. Pollard will continue to collaborate with the Board of Directors, Medical Staff, and the Administrative Team to identify opportunities and overcome challenges, ensuring that Noyes continues to be recognized as a high-quality, acute care hospital. Mrs. Pollard earned her Bachelor of Science in Nursing at the University of Pittsburgh and her Masters in Professional Studies at Alfred University. She brings over 25 years of professional experience to the role.



Marilyn Moore, Joan Flender, MD, and Amy Pollard participate in the 10th anniversary celebration on October 1, 2011.

Livingston Health Services has been rebranded as Noyes Health Services.



Noyes Health Services celebrates 10th anniversary

In October, Noyes Health Services held a half-day health fair showcasing its services. The celebration included professionals on hand to answer questions, free information, free screenings, healthy refreshments and activities for kids.

Forging strategic partnerships

Continuing a process that began in 2010, Noyes worked to identify potential collaborations with other service providers. This initiative, part of Noyes Health's 2011 strategic plan, is a means of identifying advantageous partnership opportunities throughout the Upstate New York Region. The ultimate goal of the process is to provide more expansive medical care services and additional diagnostic and treatment options for our community.

One major focus is exploring collaboration with the University of Rochester Medical Center (URMC). This would allow URMC's medical specialists to provide patient care and doctor consultations at Noyes facilities, keep more patients at Noyes, and help streamline patient care, transfers and referrals. The collaboration would also grant Noyes access to URMC's expansive clinical and educational resources, best practices, and grand rounds at the Rochester-based medical center. While the formal agreement had not yet been signed at the end of 2011, both parties are committed to moving forward with the collaboration process, beginning with a letter of intent.

Diagnostic Imaging adds a new low-dose, high-tech scanner that keeps patients safer

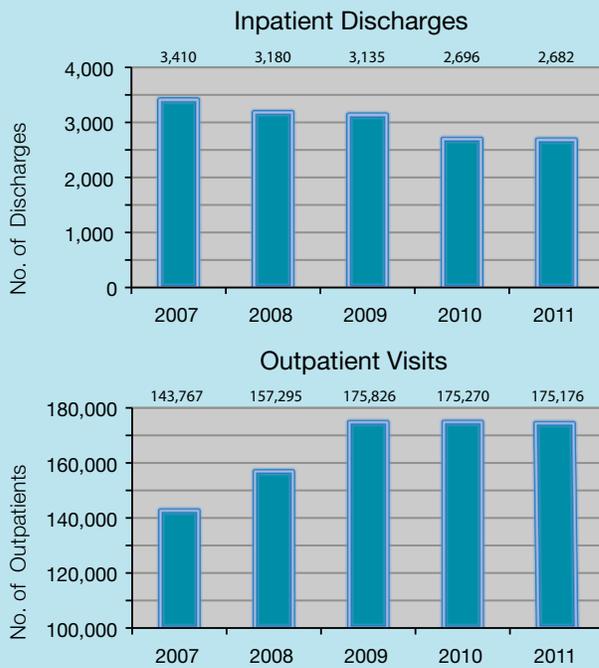
In the fall, we began the installation of a new high-technology tool in our arsenal of diagnostic imaging equipment. Noyes Diagnostic Imaging worked to place a Hitachi SCENARIA™ CT scanner at Noyes Memorial Hospital in Dansville.

The new CT scanner is designed to produce excellent images while employing the lowest possible dose of radiation. Its open, ergonomic design makes exams more comfortable.



'CT' stands for Computed Tomography, a technique that employs a series of x-rays to generate a comprehensive image of the inside of the human body.

Noyes is one of the first facilities in the region to feature the new scanner. As concerns over radiation exposure have risen, the ability to further limit exposure during CT has become a top priority for Noyes Diagnostic Imaging. It's one more example of the Noyes Health commitment to offering its patients leading-edge care that's close to home.



Other 2011 highlights include:

- A capital investment of nearly \$1.8 million to keep our technology, equipment and facilities first class.
- A \$23.5 million payroll investment in the local economy. Noyes employs over 500 people, which translates to an economic impact of over \$45 million in the regional economy.

In addition, as a non-profit organization Noyes Health is committed to providing accessible and affordable care to the community, including those without health insurance. In 2011, Noyes provided nearly \$1,100,000 in charity care to the uninsured or underinsured.

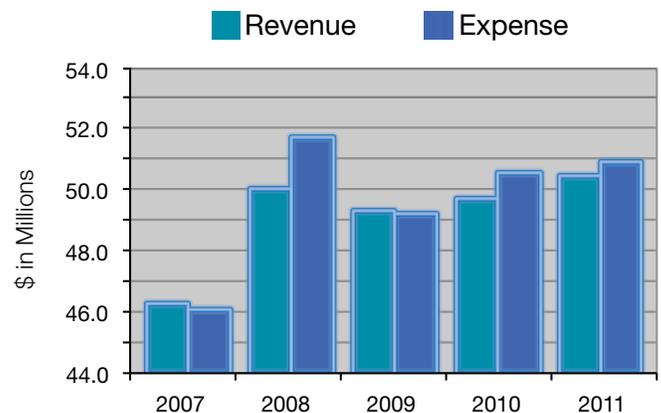
2011 financial highlights

The healthcare industry is in a period of rapid change that will impact how healthcare is being delivered over the next several years. Businesses preparing for healthcare reform and trying to be competitive in a global market are implementing high co-pay and deductible plans; many hospitals and health systems are considering affiliations and mergers, while also investing millions in electronic health records.

Like many businesses, Noyes Health faced challenging business conditions in 2011. Changing government regulations and reimbursement created a difficult business environment, resulting in an operating loss for the year.

State and federal budget deficits and the new healthcare reform bill have created an environment of uncertainty for all healthcare providers, insurance companies and patients. This environment will provide many challenges, as well as some opportunities, for all healthcare providers over the next several years.

The Board of Directors and Senior Administrative Team at Noyes is committed to developing and implementing strategic initiatives to keep Noyes Health a strong and growing part of the community.



Livingston Health Care System, Inc. - Statement of Activities (a)

SUMMARY OF OPERATIONS (Stated in 000'S)	(b)		
	2011	2010	% Change
Operating Revenue			
Patient Services and Other Operating Revenue	50,895	49,946	1.9%
Salaries, Supplies and Other Operating Expenses	51,214	50,900	0.6%
Gain / (Loss) from Operating Activities	(319)	(954)	-66.6%
Donations, Bequests, Investment Income / (Losses) and other Gains and (Losses)	343	398	-13.8%
Excess Revenue Over/(Under) Expense	24	(556)	-104.3%
Unrealized Investment and Pension Changes	(1,944)	279	
Change in Net Assets	(1,920)	(277)	

(a) Livingston Health Care System, Inc. is comprised of Nicholas H. Noyes Memorial Hospital, Red Jacket Center, Inc. and The Foundation for Noyes Memorial Health System, Inc.

(b) Percentage changes based on rounded amounts



Noyes Health Services celebrated its 10th anniversary on October 1, 2011.

The Birthing Center at Noyes Memorial Hospital not only features an outstanding staff, but also offers state-of-the-art facilities and spacious rooms.



Birthing staff achieves NCC credential in Electronic Fetal Monitoring

In 2011, the Noyes Birthing Center staff achieved an NCC (National Credentialing Center) national credential in Electronic Fetal Monitoring (EFM). The credential was earned by meeting educational and practice requirements, and by taking a rigorous examination that covered the specified specialty area.

Noyes Auxiliary makes major donations

Noyes Auxiliary volunteers have been helping patients and supporting the Hospital since 1952. Much of their time is devoted to hosting fundraising events and donating the proceeds to Noyes Health.

In 2011, the Auxiliary Executive Committee recommended that the Auxiliary adopt the purchase of cardiac monitoring equipment as a three-year project, committing \$50,000 annually for each of the next three years. Successful fundraising activities enabled them to meet the initial \$50,000 obligation in 2011. In addition, \$7,500 was donated for a Sci-Fit Stepper in Cardiac Rehab, therapeutic art supplies for Mental Health Services, childbirth books for participants of Childbirth Classes and an E.A.R.S. Lifeline unit.

The Auxiliary also rewards high school seniors in the Noyes service area, who are interested in pursuing a career in healthcare, with scholarships, awarding \$4,500 in 2011. Also, \$300 in scholarships was awarded to Health Careers Academy students.

As a 'thank you' to Noyes employees who are very supportive of the Auxiliary's projects, especially the Spice Box Gift Shop and Coffee Bar, the Auxiliary treated all employees to ice cream sundaes during Hospital Week in May.

The Infusion Center was renovated at the end of 2010, with the Auxiliary committing \$50,000 to the project. Among the items covered by their donation

were treatment chairs with heat and massage, wall coverings, window treatments, privacy curtains, flooring, a table and chairs set, and decorations.

A campaign was conducted and 20 quilts and afghans were donated by Auxiliary members and friends for patients to use while receiving treatment in the Infusion Center. A total of \$51,000 was donated to the Center in 2011.



The Auxiliary committed \$150,000 toward the purchase of cardiac monitoring equipment over a three-year time period beginning in 2011.



Looking out over the beautiful grounds and landscape from Noyes Memorial Hospital.

Noyes Health is deeply grateful for the countless hours of volunteer time and significant financial contributions donated by the Noyes Auxiliary.

2011 Board of Directors

Marilyn Moore
Chairperson

Michael Johnsen
First Vice Chairperson

Leslie L. Cole, Jr.
Second Vice
Chairperson

John Lockhart
Past Chairperson

Graham Frazer
Treasurer

Deborah Seelos
Secretary

James Culbertson

Thomas Dwyer, M.D.

Joan Flender, M.D.

Robert Hart

Andrew Long

Mark Lyons

Asad Majid, M.D.
President Elect,
Medical Staff

**Geoffrey Markowski,
M.D.**
Past President,
Medical Staff

Douglas Mayhle, M.D.
Medical Director

Amy Pollard
President & CEO

Lindsay Quintilone

Arif Qureshi, M.D.
President, Medical Staff

Peter Soscia

Sally West

Maureen Wolcott

We provide comprehensive rehabilitation/physical therapy centers in Dansville at Noyes Memorial Hospital and in Geneseo at Noyes Health Services.



Rehab Management Magazine nominates Noyes as a Best of 2011 Rehab Facility

In October, Noyes Health was nominated by Rehab Management Magazine as a Best of 2011 Rehab Facility, placing us among the top 100 such facilities in the nation. With locations in Dansville and Geneseo, Noyes offers a variety of inpatient and outpatient treatment options—from traditional outpatient physical therapy, to specialty areas such as vestibular exercises, aquatic therapy, lymphedema care, wound care, active release techniques, pregnancy-related dysfunction and myofascial release.



The Rehab Center at Noyes Health Services features a HydroTrack for aquatic therapy.

Noyes named Employer of the Year by Arc

At a meeting of The Arc of Livingston-Wyoming, Noyes Memorial Hospital was honored as 'Employer of the Year'. Noyes Memorial Hospital supports the program by employing three Arc individuals in the Environmental Services Department. In presenting the award, Laureen Duffy, Hilltop Job Coach II, cited Guest Services Manager Rebecca Bowen for her support, positive attitude and teaching abilities in working with the staff. Hilltop Industries expressed its gratitude for the many ways that Noyes supports people with disabilities.



Our strength is caring. Our focus is you.

Noyes Health System facilities

visit us online at
www.noyes-health.org

**Noyes
Memorial Hospital**
111 Clara Barton St.
Dansville, NY 14437
(585) 335-6001

**Noyes
Health Services**
50 E. South St.
Geneseo, NY 14454
(585) 243-9230

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

**Noyes
Mental Health Services**
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Dansville, NY 14437
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