

TOGETHER
WE MAKE A
DIFFERENCE.™



 **MVHS**
Mohawk Valley Health System

Mohawk Valley Health System

Together, we make a difference.

Mission

To provide excellence in healthcare for our communities.

Vision

To be the trusted healthcare system of choice through clinical quality, excellence in services and education, compassionate care, promotion of wellness, and operational efficiency.

Partnership/Affiliation

In March 2014, Faxton St. Luke's Healthcare (FSLH) and St. Elizabeth Medical Center (SEMC), located in Utica, New York, affiliated under the Mohawk Valley Health System (MVHS). The system has more than 4,200 (FTEs) employees, 2018 operating budget of \$567 million, 571 acute care beds and 202 long-term care beds. MVHS serves Oneida, Herkimer and Madison counties.

The organizations have had a rich history of working together. The Boards of Directors working together had a vision to create a strong healthcare system. These initiatives were home-grown, not the result of outside forces demanding change. When the Berger Commission was instituted by New York State to realign and consolidate healthcare organizations, Utica was recognized as a model for other communities to follow.

The affiliation and funding opportunities available through New York State have created an opportunity to consolidate inpatient services and build a new, free-standing hospital for the area. MVHS has

extensively explored potential locations for the new hospital and selected downtown Utica. The time frame for completion is 2022. MVHS will decertify more than 170 acute care beds and build a 373 bed facility. The reduction in number of beds is in response to the shift from inpatient hospital care to outpatient environments. Population Health and focusing on prevention, community health and wellness to reduce the incidence of disease are also playing a role in the new hospital build.

MVHS provides a wide range of services for the communities including:

- St. Luke's Campus with 370 acute care beds
- St. Elizabeth Campus with 201 acute care beds
- MVHS Rehabilitation and Nursing Center with 202 long-term care beds
- St. Elizabeth College of Nursing
- St. Elizabeth Family Medicine Residency Program
- Senior Network Health, a Medicaid Managed Care Program
- Visiting Nurse Association of Utica and Oneida County
- Dialysis Program with seven outpatient centers
- Thirty-two primary and specialty care medical offices.

SEMC is a Catholic hospital and is co-sponsored by the Sisters of St. Francis of the Neumann Communities. The Sisters of St. Francis reserve power relates to the mission of SEMC only. FSLH is a secular hospital and the new hospital will be as well. MVHS has been in constant communication with the Sisters in regards to the new hospital project and they have been extremely cooperative and supportive of this initiative.

FACTS & FIGURES

Numbers from 2017

Acute Care Beds: **571**

Long-Term Care Beds: **202**

Total Employees: **5,021 (4,279 FTEs)**

Number of Licensed Providers: **782**

Emergency Department (ED) Visits: **80,059**

Treated & Released From EDs: **65,051**

Admitted Through EDs: **14,252**

Urgent Care Visits: **29,348**

Admissions: **23,380**

Primary Care Visits: **203,086**

Specialty Care Visits: **80,324**

2017 Revenue: **\$567 million**

Insurance: **73% Medicare and Medicaid**

Major Service Lines



Cancer Services

The MVHS Cancer Center operates in partnership with 21st Century Oncology, a global leader in the field of radiation therapy and is accredited in radiation oncology by the American College of Radiology. It is also nationally accredited by the Commission on Cancer. The Cancer Center includes radiation therapy, cancer surgery, chemotherapy, inpatient oncology care, clinical trials, palliative care and cancer registry. It also offers support groups for patients and caregivers, nutritional counseling, personalized nurse navigation for breast care patients, financial counseling and many other support services, all in an effort to ease the burden of cancer treatment.

In early 2016, the Radiation Oncology Department installed the new Varian Edge linear accelerator, allowing the Cancer Center's team to deliver radiation treatment to patients with even greater precision and minimal radiation to the surrounding tissues. Its knife-like beam targets tumors of the breast, brain, spine, lung and other areas that are typically difficult to treat surgically. MVHS is one of on a few hospitals nationwide to have this technology. In 2017, the Cancer Center provided 8,530 radiation treatments, 5,748 outpatient infusion treatments and cared for 1781 cancer patients.

Designated as a



Cardiac Services

MVHS is a tertiary care center for cardiac services, providing technologically advanced cardiac care from diagnosis to rehabilitation. SEMC is recognized as one of the first hospitals in the nation to receive a Blue Distinction Center+SM designation in the area of cardiac care, as part of the Blue Distinction Centers for Specialty Care[®] program through Excellus BlueCross BlueShield. SEMC also received the highest ratings possible in quality and cost efficiency from the United Health Premium Cardiac Services Specialty Center.

In 2015, MVHS established the Cardiac and Thoracic Surgery Group, employing three surgeons specializing in cardiac and thoracic procedures. In early 2016, the Cardiac Services team performed the first transcatheter aortic valve replacement (TAVR) procedure in the Mohawk Valley. TAVR is a minimally invasive procedure for people who have been diagnosed with severe symptomatic aortic stenosis and who may be

too ill or too high-risk for open heart surgery. This groundbreaking procedure opens up treatment options to patients who would not previously been candidates for open heart surgery. The organization has recently invested nearly \$3 million dollars in the program including a specialized hybrid operating room, specialized equipment and the training of staff.

In 2017, the team performed 2,365 cardiac catheterizations, 1,310 electrophysiology procedures, 825 angioplasties and 301 cardiac surgeries.

Dialysis Center

The Dialysis Program provides care for those with acute and chronic renal failure. MVHS is the sole provider of dialysis treatments within a 25 mile plus radius. Each year, more than 400 patients from seven counties receive approximately 70,000 dialysis treatments at one of seven facilities located throughout the Mohawk Valley. MVHS is one of the largest hospital-based dialysis programs in the country. The center offers several treatment options, including outpatient hemodialysis, home hemodialysis, and peritoneal dialysis, as well as referrals to kidney transplant programs. In addition, the center provides free chronic kidney disease education to patients and their family members in this and surrounding communities.

Orthopedic Program

From partial and total joint replacements to spinal problems and sports medicine for kids and adults, our orthopedic surgeons work with talented teams at both our St. Luke's and St. Elizabeth Campuses. A continuum of care is provided, from diagnosis through surgery, discharge and physical therapy.

SEMC offers robotic partial knee resurfacing, a minimally invasive treatment option for adults living with early to mid-stage osteoarthritis that has not yet progressed to all three compartments of the knee. SEMC is the first to acquire this technology in the region east of Syracuse. MVHS performed 1,120 total joint surgeries in 2017.



Stroke Program

The Stroke Center has received the American Heart Association/American Stroke Association's (AHA/ASA) Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award with Target: StrokeSM Honor Roll Elite Plus. The Gold Plus and Target: Stroke Honor Roll awards are the highest award status given, making MVHS one of the top stroke centers in the United States.

The MVHS Stroke Center is the third-largest volume stroke center in New York State, and as such, identified the need for and purchased a new bi-plane angiography unit to meet the recent ANH/ASA Scientific Statement Guidelines to provide neuroendovascular care to patients. The board-certified neuro interventional team at MVHS, comprised of a vascular neurologist, neurocritical care and neurointerventional surgery specialists, provides 24 hour endovascular care to local patients, allowing them to receive comprehensive stroke services, close to home.



MVHS has been recognized by the National Safe Sleep Hospital Certification Program as a "Gold Safe Sleep Champion," for its commitment to best practices and education on infant safe sleep. MVHS is one of the first hospitals in New York State to receive this title.



The National Committee for Quality Assurance (NCQA) recognizes 14 of the MVHS Medical Group medical offices for its Patient-Centered Medical Home Program.

SEMC has been an Area Trauma Center for 29 years. The medical center treats approximately 700 trauma patients a year. SEMC is verified as a Level III Trauma Center by the American College of Surgeons.



The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP®) recognized FSLH as one of 44 ACS NSQIP-participating hospitals that have achieved meritorious outcomes for surgical patient care.

Additional Quality Accolades

FSLH and SEMC are accredited by Det Norske Veritas (DNV) and are both certified to the ISO 9001:2008 Quality Management System Standard.



The Bariatric Surgery Program has been reaccredited as a Comprehensive Center under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP), a joint program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS).



The program has also been recognized by Excellus BlueCross BlueShield as Blue Distinction® Center+ for Bariatric Surgery.



Maternal Child Services welcomes more than 2,000 newborns into the world every year and has the only Level II Special Care Nursery in the Mohawk Valley. Excellus

BlueCross BlueShield (BCBS) designated FSLH as one of the first hospitals to receive the Blue Distinction Center+ for Maternity Care designation.

Designated by the American College of Radiology, FSLH's Imaging Center is a Breast Imaging Center of Excellence and offers digital mammography to patients.

Serving the Mohawk Valley

Utica is a diverse community with people and ethnicities from around the world. The number of refugees our healthcare system serves and works with continues to grow.

Sister Rose Vincent Family Medicine Center

The Sister Rose Vincent Family Medicine Center (SRVFC) provides care to many of the native, immigrant and refugee members of the Mohawk Valley. Of the MVHS Medical Group's 18 primary community-care sites, the Family Medicine Center serves the largest number of outpatients with approximately 29,000 visits annually.

Academic Affiliations

Education takes many forms at MVHS with students from all over the world participating in our programs.

St. Elizabeth College of Nursing (SECON)

SECON, established in 1904, is a single-purpose, three-year diploma program in nursing. The College maintains a strong tie with its parent institution, SEMC, as well as other clinical agencies, to provide superior experiences for students in all clinical areas. SECON celebrated its 113th year of operation in 2017 and has graduated more than 3,693 men and women who provide professional and high quality care to patients. The College is accredited by the Middle States Commission on Higher Education and the Accreditation Commission for Education in Nursing, Inc., and registered by the New York State Education Department.

St. Elizabeth Family Medicine Residency Program

The St. Elizabeth Family Medicine Residency Program was established in 1975. The program has 30 residents in training, 10 in each year of the three-year program. The physicians train and provide care at SEMC, the SRVFCM, the Women's Health Center and FSLH, all affiliates of MVHS. In 2017, the total number of physicians completing the nationally accredited, three-year postdoctoral training program reached 297.

The program is accredited by the Accreditation Council for Graduate Medical Education and by the American Osteopathic Association, and is affiliated with the University of New England College of Osteopathic Medicine in Biddeford, Maine; Lake Erie College of Osteopathic Medicine in Erie, Pennsylvania; and SUNY Upstate Medical University in Syracuse, New York.

Dental Residency Program

The Dr. James M. Rozanski Dental Residency Program is a one-year, postdoctoral professional education program which offers opportunity for advanced comprehensive clinical experiences in the hospital setting, additional training in the sciences basic to general dental practice and a supervised clinical dentistry program. Five dental residents are accepted into the dental program each year, coming from countries as far as Grenada, Japan, Pakistan and India.

Over the last 37 years, 141 residents have graduated from the residency program with more than 26 current and 46 former local dentists volunteering their time and talents to support the training for the up and coming dental professionals. On an annual basis the local dentists collectively volunteer more than 1,000 hours to the program and its residents.

GYN Surgical Fellowship

Prabhat Ahluwalia, MD, a gynecologist with offices in New Hartford and Little Falls, had a goal to support training of gynecologists to use minimally invasive surgery, rather than traditional open surgery, to correct a gamut of conditions affecting women, from cancer to endometriosis and even for hysterectomies. In 2003, he began a one-year GYN Fellowship. In 2006, the program included the addition of a second, two-year GYN Fellowship and was the first two-year GYN fellowship in the nation.

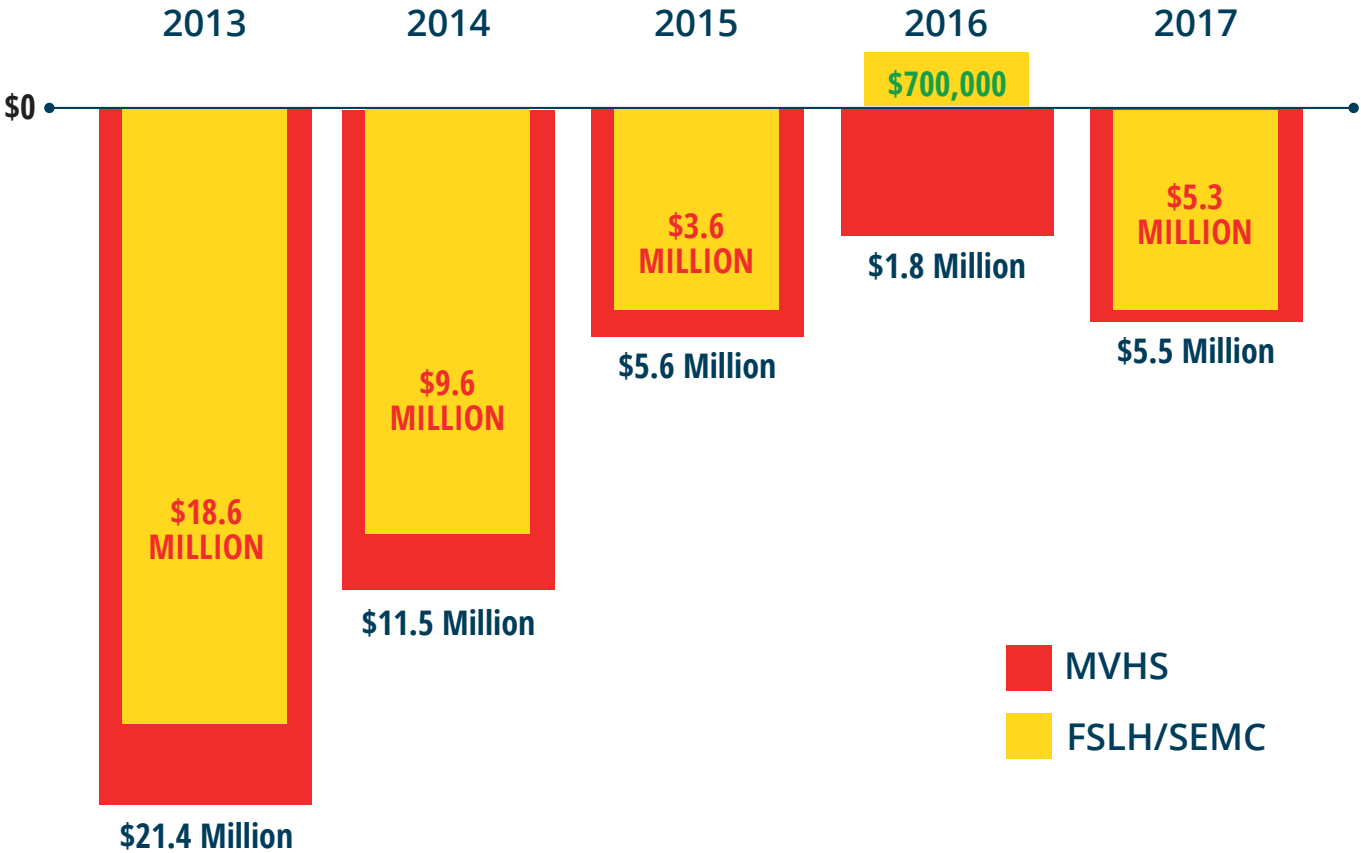
Fellows have an opportunity to learn, develop and refine the new techniques of endoscopy and reproductive surgery that make for better, safer and more economically efficient healthcare for women.

Fellows and visiting physicians come from other well known institutions like the Cleveland Clinic and from around the nation and world; from Texas to India to Saudi Arabia. Two fellows graduated in July, bringing the total number fellows trained by the program to 14.

Hospitalist Fellowship

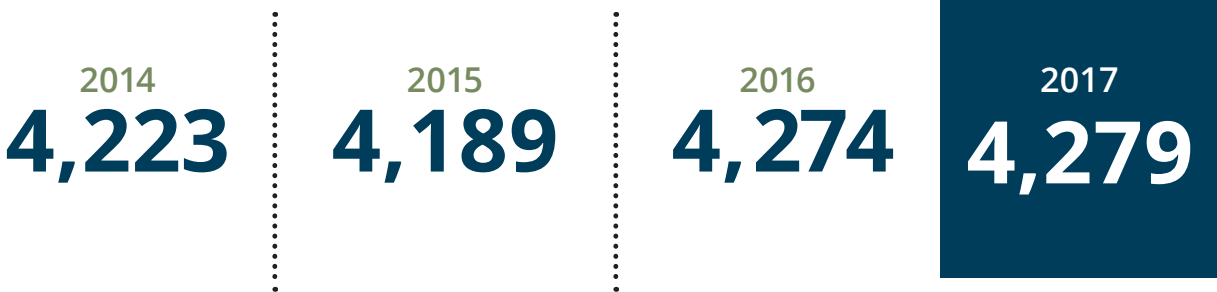
In 2009, the SEMC Hospitalist Program and the St. Elizabeth Family Medicine Residency Program collaborated to develop a Fellowship in Hospital Medicine. This is a one-year program for physicians who have completed a residency in Family Medicine. Most hospitalists are trained in internal medicine or family medicine and spend all or most of their time caring for hospitalized patients. This is the fastest growing of all medical specialties and the need will far exceed the supply for the foreseeable future. The purpose of the fellowship is to provide family medicine residency graduates additional experience in practicing inpatient medicine prior to becoming an attending hospitalist.

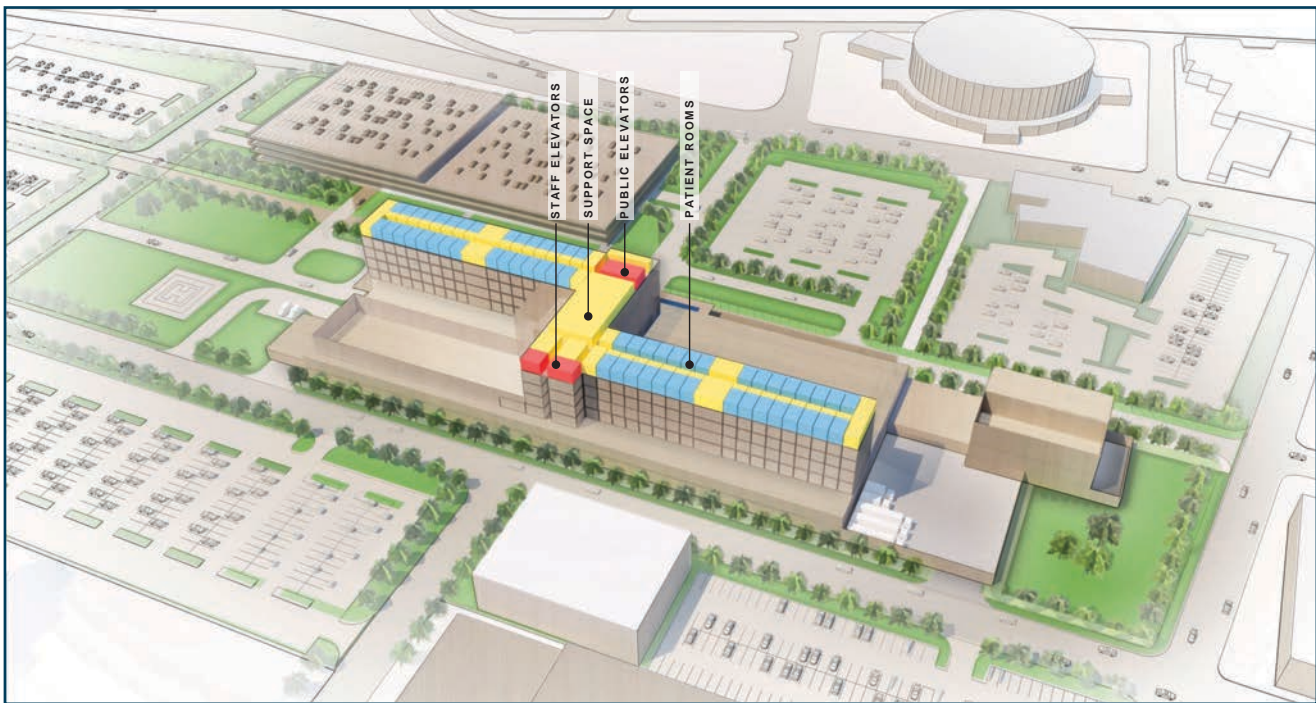
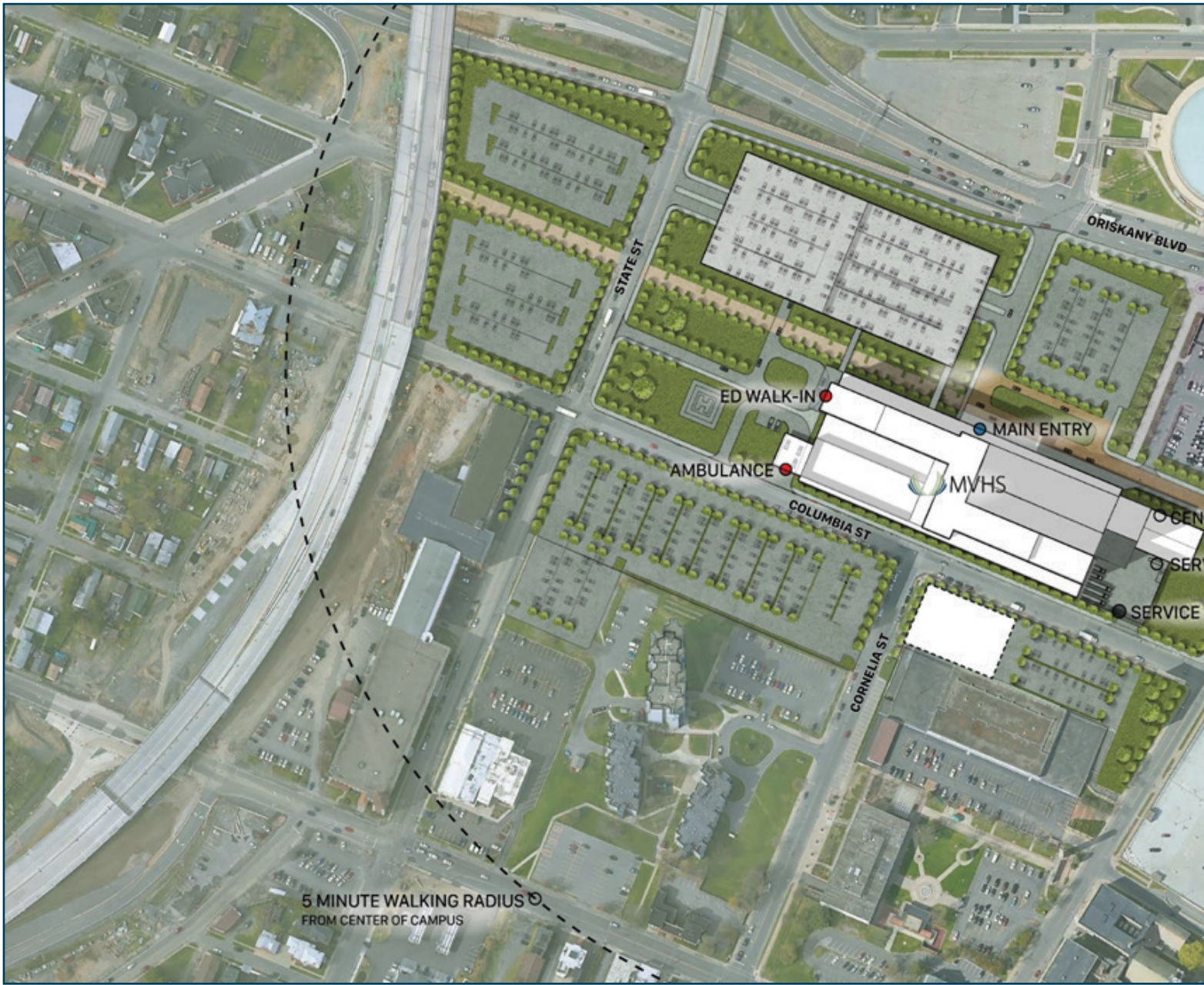
Mohawk Valley Health System Operating Margin

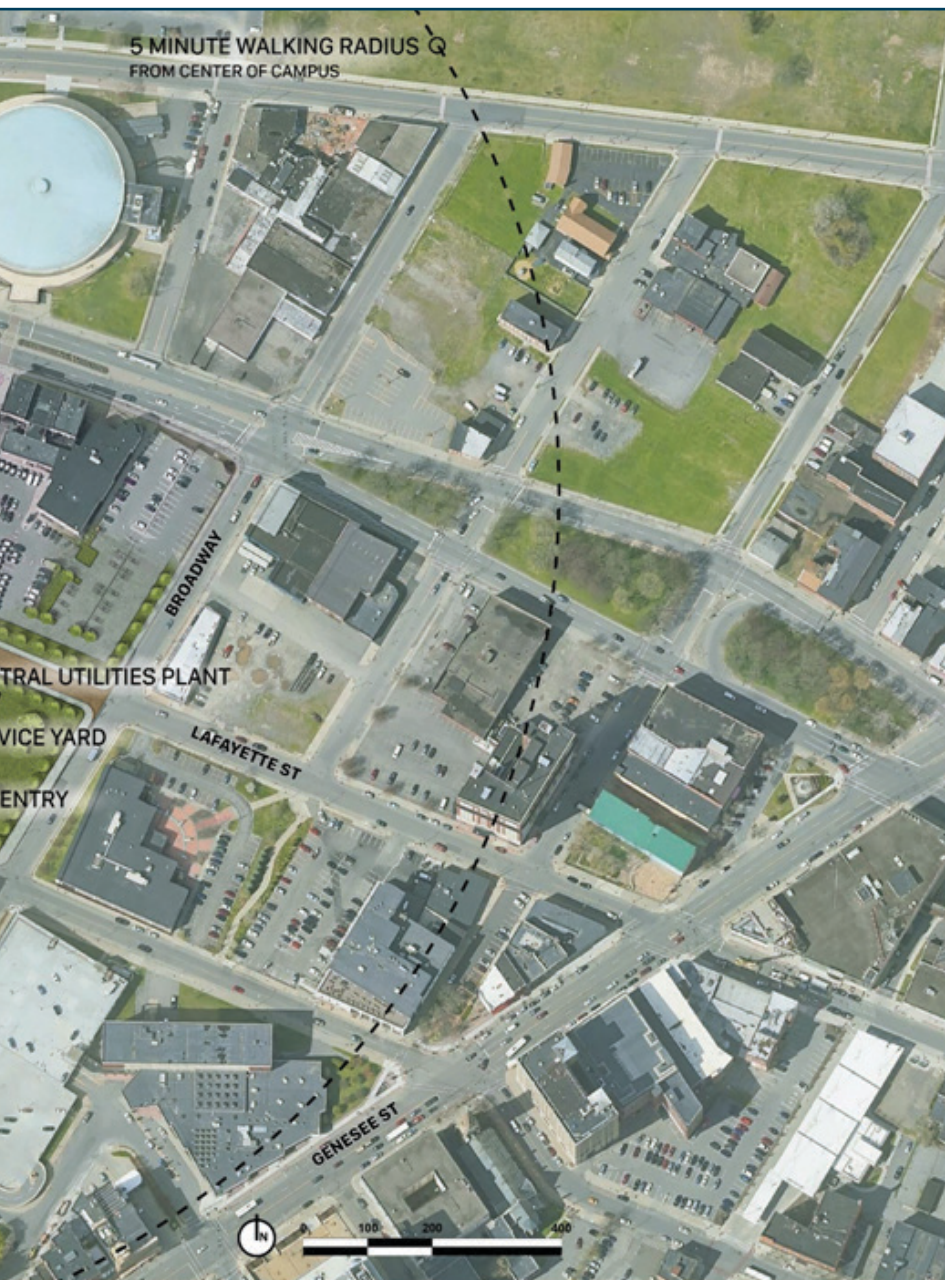


*MVHS entities include Faxton St. Luke's Healthcare, St. Elizabeth Medical Center, MVHS Rehabilitation and Nursing Center, Senior Network Health and Visiting Nurse Association of Utica and Oneida County

Mohawk Valley Health System Full Time Equivalent (FTE)







New Hospital Project

Governor Andrew Cuomo and the New York State Legislators have earmarked \$300 million to “create an integrated healthcare delivery system in Oneida County.” The new facility is anticipated to cost \$480 million, will be located in downtown Utica and will replace the two current inpatient facilities. MVHS has engaged the Hammes Company to help facilitate the design and build of the new hospital with an estimated completion date in 2022.

Top left: Aerial view of the MVHS site plan for the new, regional healthcare campus.

Bottom left: Southeast view of a typical program layout for the new, regional healthcare campus.

Bottom right: East-facing view along Lafayette Street as part of the site plan for the new regional healthcare campus.



Medical Staff

MVHS Physicians

Privileges at FSLH only: 235
Privileges at SEMC only: 94
Privileges at both FSLH and SEMC: 227
Total: 556
Average age of Medical Staff: 54.4
Board certified: 75 percent

Allieds (FNPs, PAs, NPs)

Privileges at FSLH only: 109
Privileges at SEMC only: 28
Privileges at both FSLH and SEMC: 80
Total: 217

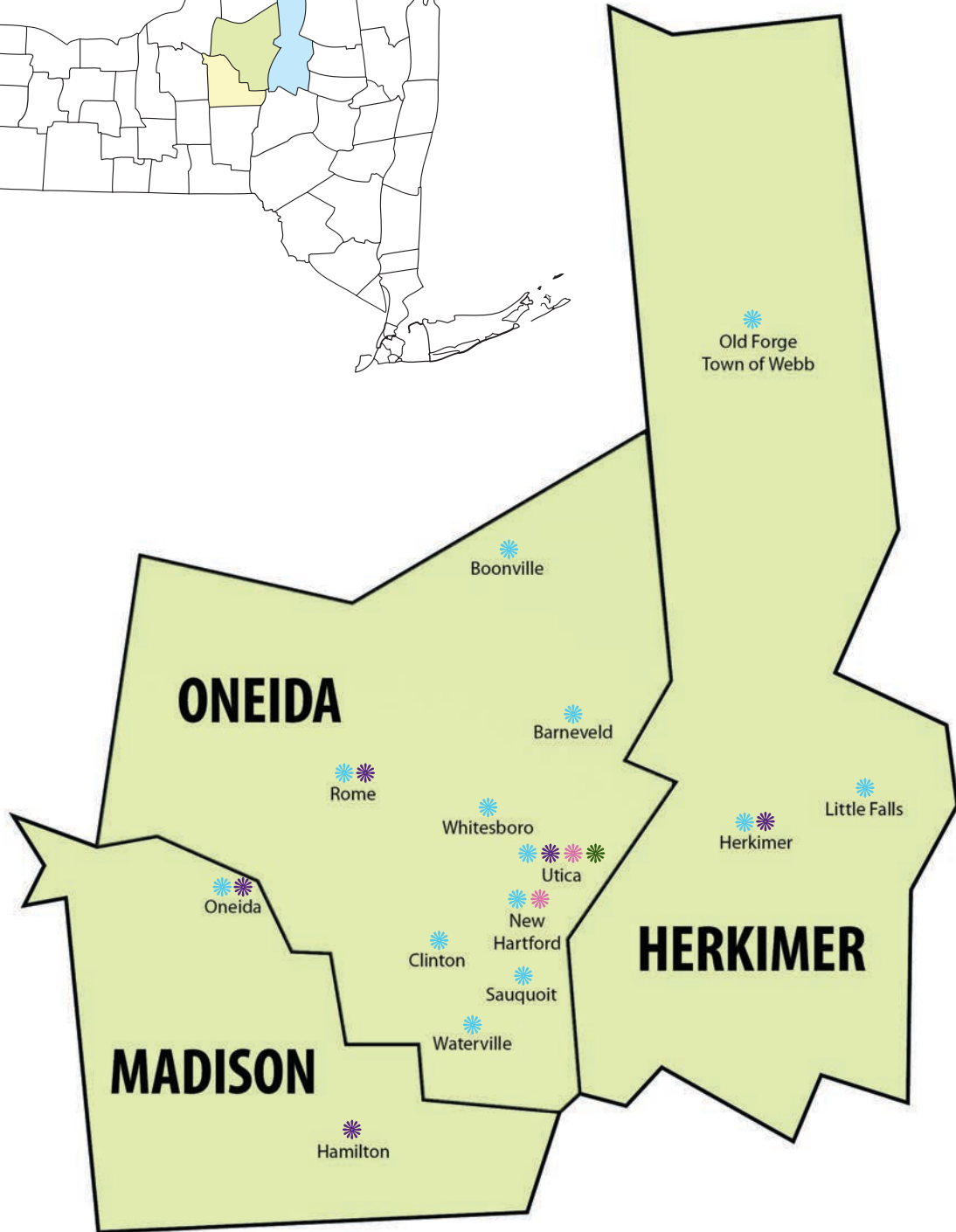
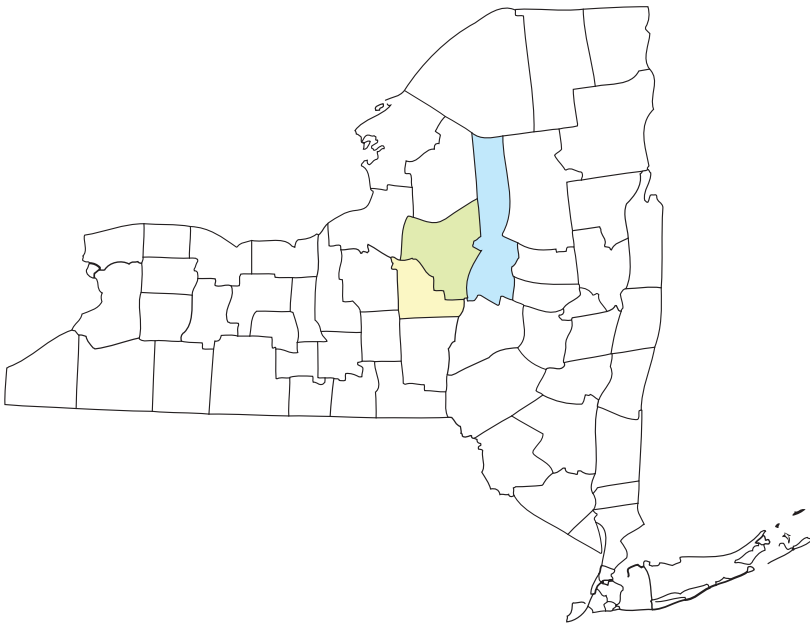
MVHS Medical Group

MVHS Medical Group Providers total: 149
MVHS Medical Group Physicians: 80
MVHS Medical Group Mid-levels: 69

- The 21 MVHS Medical Group primary care offices had 203,086 visits in 2017.
- The 11 MVHS Medical Group specialty care offices 80,324 visits in 2017.

In our community:

Central New York Cardiology: 15 medical staff members
Slocum-Dickson Medical Group: 70 medical staff members



✱ (21) PRIMARY CARE OFFICES
 ✱ (11) SPECIALTY OFFICES
 ✱ (7) DIALYSIS LOCATIONS
 ✱ (3) CAMPUS LOCATIONS



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