



Albany Medical Center

**OUR REPORT
TO THE COMMUNITY:**

**2007-2008
Community Service Plan**

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I. Our Mission

Albany Medical Center is the only academic medical center in Northeastern New York, serving a 25-county region. As such, it is committed to providing care that includes the level of care which requires the most complex array of resources, and the most professional staffing and high-end technologies of any hospital within this catchment area.

Our mission also distinguishes us from every health care provider in our region. It is a commitment not only to patient care, but also to medical education and research. That commitment assures regional access to unique services and programs, ensuring that our region has access to the medical and technological innovations that traditionally only develop in academic medical centers.

Albany Medical Center's Mission

As an academic health sciences center, Albany Medical Center has a mission of excellence in medical education, biomedical research, and patient care. Albany Medical Center has a responsibility to:

- Educate medical students, physicians, biomedical students, and other health care professionals in order to meet the future health care needs of the region and the nation;
- Foster biomedical research that leads to scientific advances and the improvement of the health of the public; and
- Provide a broad range of patient services to the people of eastern New York and western New England, including illness-prevention programs, comprehensive care, and the highly complex care associated with academic medical centers.

This mission will be achieved through commitment to the values of Quality, Excellence, Service, Collaboration, Compassion, Integrity, and Fiscal Responsibility.

II. Meeting our Community's Healthcare Needs

As the major tertiary care center for the area, Albany Med is the region's largest hospital. It is also the site of several regional programs unavailable elsewhere in our service area. We are committed to primary care education and prevention, and effective chronic disease management. We also recognize that while community hospitals are positioned to provide population-based primary care, we provide complementary disease-based primary level services and, when primary approaches fail, we offer inpatient intervention services at the secondary, tertiary and quaternary levels.

Albany Medical Center has a variety of programs at the primary level:

- Albany Medical College is committed to primary care education - with residencies in Family Medicine, Medicine/Pediatrics, Internal Medicine and OB/GYN.
- Disease-based primary care outpatient programs include our programs for patients with AIDS, cystic fibrosis, obesity, heart failure, hemophilia, Gaucher's Disease, end-stage kidney disease, and our psychiatry clinic. Albany Med also runs the region's sexual assault examiner program.
- At the Hospital level, we have an inpatient diabetes management team (including a full-time dedicated endocrinologist), inpatient psychiatry liaison team, inpatient congestive heart failure program including access to CRRT (unique to Albany Med), inpatient dialysis, etc., all designed to better support the inpatient care that patients who have been treated in community-based programs need as special supports when hospitalization is dictated.

In addition to serving as a resource for specialty services and transfer of patients, we work with other health systems and service providers to ensure that community needs are met at the provider level. For example, over the last five years Albany Medical Center has expanded its role as a clinical rotation site for students from Hudson Valley Community College and Albany College of Pharmacy in the fields of nursing, respiratory therapy, ultrasound, cardiovascular, paramedical services, pharmacy and laboratory sciences. Additionally, the Hospital offers scholarships to students in the Hudson Valley Community College and Albany College of Pharmacy programs, and has recently included scholarship programs at other local and regional colleges such as College of St. Rose and Marist College (both in the field of clinical laboratory medicine). This initiative has succeeded in increasing enrollment in previously under-enrolled programs to the point where there are sufficient graduating students to fill vacancies in many other hospitals in this region.

A. METHODS USED FOR IDENTIFYING COMMUNITY NEEDS

At Albany Medical Center, assessing the health care needs of our community is an ongoing process. It is an integral part of our institutional strategic planning. These planning initiatives involve the Hospital's trustees, administrators, physicians and staff, thus ensuring that we share the same vision of service to the community.

Hospital staff use the following methods to identify our community's needs, and craft strategies to meet those needs:

- Information and input gathered each year from community sources on unmet health care needs;
- The environmental assessment from our strategic planning process;
- An annual community survey using an independent market research firm;
- Patient surveys;
- Community access to Albany Med via webmail and our Physician Referral Line; and
- Ongoing market research on health care issues and expectations from the medical community in our region.

The hospital staff routinely studies which hospital and other health care services are needed by community residents. Staff uses internal data, as well as information from the following sources:

- NYS Department of Health SPARCS data
- Capital District Regional Planning Commission
- United States Bureau of Census
- County Health Departments in our region, especially the most recent Community Health Assessments
- NYS Vital Statistics

We believe an ongoing community dialogue is essential for ensuring that we work in concert with our community and our constituents

B. COMMUNITY PARTNERSHIPS

Albany Medical Center is actively engaged in promoting public health, health education and conducting various health screenings. Below are some of the organizations we collaborate with:

- AHEC – Area Health Education Centers
- Albany City School District
- Albany Charter Schools
- Albany Catholic Elementary Schools
- Albany County Health Department
- Albany County Healthy Women's Partnership
- Albany District Attorney's Office
- American Cancer Society
- American Heart Association
- Big Brothers/Big Sisters
- Boys & Girls Club
- Catholic Charities
- Capital City Rescue Mission, Albany
- CDAACA (Capital District African American Coalition on AIDS)
- Center for Disabled
- Equinox Shelter, Albany
- Gilda's Club
- Interfaith Partnership for the Homeless, Albany

- IMANA Clinic, Albany
- Koinonia Primary Care, West Hill, Albany
- March of Dimes
- New York State Office of Children and Families
- Next Step, Albany
- Project Quest - Schenectady
- Unity House Domestic Violence Shelter, Troy
- Ronald McDonald House
- Schenectady Free Clinic, Schenectady
- Siena College
- Shaker High School
- St. Peter's Hospital /Community Education Program
- VA Hospital
- Visiting Nurses Association
- WAMC-Alzheimer's radio education programs
- YMCA–Pediatric R.E.A.D programs (youth anti-obesity program)

C. COMMUNITY SERVICE

Physicians; nurses; medical students and residents; and many of the staff of Albany Medical Center volunteer their time and talents to the Capital Region community – through their involvement in community organizations, community action groups, and healthcare organizations. For example:

- Clinical staff volunteer time to care for children with chronic diseases at the Double “H” Hole in the Woods camp in the Adirondacks;
- Project MEDSCOPE is a unique Albany Medical College program that offers medical students and physicians the opportunity to partner with community organizations and physicians to serve the unmet health care needs of the underserved. “Project MEDSCOPE” students volunteer their time and service to homeless shelters, missions, the Annual Carnival on the Hill in West Hill, and conduct fundraisers and toy drives, baby food drives, hat and mitten drives, and more.
- The Child Advocacy Center is funded by the NYS Office of Children and Families, and donations from the Albany Foundation and Junior League. A multidisciplinary team combines staff, programs, and services to ensure that abused children get the best possible treatment, support and follow-up.
- Medical students and residents also participate in numerous advocacy projects, including literacy programs, anti-smoking education to grade school students, Teddy Bear Hospital Day, and working with hearing impaired children.
- Albany Med's Pediatric Group partnered with the Capital District YMCA in establishing the Pediatric R.E.A.D (Rest, Exercise, Achievement, Diet) Program. Through this program, Albany Med pediatricians can enroll their at-risk, overweight or obese patients ages 6 to 18 in exercise and diet sessions at participating YMCA facilities.
- Many of our staff give presentations at local schools, community groups, etc. on a variety of medical and scientific topics.

D. EMERGENCY SERVICES

Albany Medical Center's Emergency Department, the only Level 1 trauma unit in northeastern New York, remains the medical facility of choice for critically ill and injured patients from throughout the Capital Region and beyond. It has 45 treatment rooms, three triage rooms, a separate waiting room for children and an expanded ambulance area. The Emergency Department saw more than 67,000 visits in 2007. LifeNet of New York, which operates Albany Med's air transport program, transports an average of 600 patients a year to the Medical Center.

E. EMERGENCY PREPAREDNESS PLAN

The Emergency Preparedness Plan has been designed to serve a region with diverse needs which consider the City of Albany's role as the Capital of New York State and the region's multi-character mixture of residential, institutional, educational, industrial, and transportation land issues - and the associated risk of each.

- The plan focuses on the role played by the only academic health care facility for a 24-county region of Northeastern New York State. It serves a population of more than 2 million people.
- It is the first hospital in New York State to be designated a Regional Trauma Center to care for victims of multiple severe injuries.
- Albany Med has been designated as a Regional Resource Center (RRC) - one of 8 outside NYC - for the development of disaster plans and surge capacity for triaging, transporting and treating 500 acutely ill patients, in cooperation with other hospitals in our region.
- Albany Med is the lead institution in the planning and development of the Emergency Preparedness Plan for the City of Albany Hospitals Mutual Assistance Group.
- Albany Med notifies authorities of emergencies by actively collaborating with the Albany Police Department and Albany Fire Department in various capacities including – but not limited to – bomb threats, radiological emergencies, or chemical spills.
- Upstate New York's four academic health sciences centers have joined together to form a consortium aimed at preparing upstate New York for mass casualty events resulting from terrorism or natural disasters.

F. UNIQUE AND SPECIALTY SERVICES

Albany Medical Center promises the highest commitment in the region to providing cutting-edge technologies and unique, high-end services, including:

- Organ transplantation: kidney, heart, cornea, and pancreas;
- Inpatient epilepsy unit;
- Comprehensive stroke program;
- The most advanced imaging techniques;
- Advanced interventional radiology suites for patients with complicated vascular and neurological conditions such as stroke and aneurysm;
- Full-service, state-of-the-art Breast Care Center, which includes MRIs with breast coils, digital mammography, and image-guided biopsies;
- The area's only Children's Hospital, which includes the region's only child cancer program, pediatric intensive care unit, and the region's highest level neonatal intensive care unit.

Additions to our services in 2007 included:

- A specialized program that dedicates a physician to bridge the gap from the hospital physician to the primary care provider. The period of time between hospital discharge and a visit to primary care can be precarious, especially for elderly patients.
- Albany Medical College began acquiring equipment for its future Clinical Competency and Patient Safety Center, a valuable regional resource that will offer training to health care professionals in a virtual learning environment.

- Nearly 30 new high-level physicians were attracted to Albany Med from a competitive field in specialties including pediatric neurology, stroke neurology, pain management, reconstructive plastic surgery, high-risk obstetrics and gynecology, and more.
- The Physicians Pavilion houses a broad range of medical and surgical specialists in one location, with easy access despite its main campus location.

G. CHRONIC DISEASES & SPECIAL POPULATIONS

As the region's only academic medical center, our unique tri-part mission of medical education, biomedical research, and patient care is also our defining role as a community health provider.

While our fellow community hospitals are positioned to provide population-based primary level services, our role is to provide complementary disease-based primary level services, and – when primary level approaches fail – provide the inpatient rescue services: secondary, tertiary, and quaternary services – often unavailable elsewhere in the region.

AIDS

Community Need

AIDS continues to be a serious public health issue. Individuals with AIDS have diverse health care needs; the disease has acute and chronic aspects, as well as psychological effects. Access to care, testing and counseling, early intervention, service referrals and linkages, and case management are critical for this population.

Our response

Our AIDS Program, a State-designated regional center, provides a wide range of services on a 24-hour basis to people with HIV infection and AIDS in a 22-county catchment area. Services are provided to any person with HIV-related needs referred to Albany Med, regardless of ability to pay. Annually, we provide care to more than 11,000 visitors to our inpatient and outpatient units.

Disease-based primary level care

- Primary care
- Women's health care
- Mental health services
- Maternal and child HIV services
- Dental services
- Support groups
- HIV/AIDS hotline
- Provide successful anti-retroviral therapy
- Satellite office in Kingston NY

Inpatient care, education and research

- 15-bed inpatient unit
- Educate 5,000+ area providers re: diagnosis and treatment
- Annual newsletter for regional providers
- Created expanded network of providers
- Conduct clinical education conferences
- Clinical AIDS Research Unit

Maternal and Child Health

Community Need

Access to quality health care services for women and children, particularly those of low income, is a serious health care need. Children comprise approximately 25% of the region's and State's population; investment in their health care is directly linked to the future health and productivity of the region and State. Currently, an estimated 400,000 children in our State are without health insurance.

Our response

Albany Med is the region's leading provider of healthcare to uninsured and underinsured women and children. We offer a full range of primary and preventive care, as well as highly complex care such as high-risk maternal services and neonatal and pediatric intensive care - - to any and all patients who

require such care. In 2007 we cared for 2,986 obstetrics patients, 2,750 neonates, and our Children's Hospital cared for nearly 6,700 children.

Primary level care

- Pediatric well-child care
- Women's wellness
- Maternal and child HIV services
- 1 of 5 lead poisoning centers in NYS
- Member of SAFEKIDS campaign
- Adolescent gynecology
- International adoption program

Inpatient care and education

- Regional Perinatal Center
- Level IV NICU
- High risk / multiple-birth pregnancy program
- Infertility diagnosis and treatment
- Only Children's Hospital in region
- Only pediatric cancer program in region
- 13 major pediatric programs; e.g., cystic fibrosis, spina bifida, etc.
- Residencies in Pediatric
- Residencies in Obstetrics and Gynecology

Heart Disease

Community Need

Heart disease reflects a variety of disorders, from hypertension to chronic heart failure. In New York State, heart disease is the leading cause of death. Nationally, the cost of heart disease and stroke is nearly \$400 billion for health care expenditures and lost productivity from death and disability. At Albany Medical Center, the cardiovascular product line represents our greatest volume of visits, admissions, and financial support.

Our Response

Albany Medical Center offers accessible cardiac care through coordinated preventative, diagnostic and treatment programs. From pediatric open heart surgery to the most complex adult heart care in the region, we treat nearly 10,000 children and adults for comprehensive heart care annually.

Disease-based primary level care

- Blood pressure screenings
- Cholesterol screenings
- State-of-art diagnostic cath labs
- Electrophysiology
- Full range of cardiac diagnostics
- Full range of cardiac treatments
- Congestive Heart Failure screenings
- Outpatient Congestive Heart Failure Program

Inpatient care, research and education

- Pediatric cardiac surgery
- Heart transplantation
- Open heart surgery
- Inpatient Congestive Heart Failure Program
- CRRT component of CHF program
- Currently, 16 active cardiac research studies
- Fellowships in Cardiology

Cancer and Blood Disorders

Community Need

Cancer is the second leading cause of death for the nation, state and region. It affects one of every 2 males, and 1 of every 3 females. As a disease that is often preventable or curable, access to prevention education, screening/early detection, and treatment is critical. Blood disorders can range from manageable (e.g., anemia) to life-threatening (e.g., leukemia) – and require access to specialists for screening and clinical care, sometimes unavailable to low income and uninsured populations.

Our response

AMC offers adult and pediatric diagnostic and treatment services including: a radiation therapy center; a specialized inpatient cancer and blood disorders unit; gynecological cancer inpatient services; the region's only pediatric cancer program; and specialty programs for the diagnosis and treatment of breast cancer, prostate cancer, hepatobiliary cancer, colo-rectal cancer, and neuro-oncology. We are

also one of the largest providers of surgical services for cancer patients, providing cutting-edge treatment and technology that our community would have to travel outside our region to otherwise access. We provided hematology and oncology care to 900 inpatients in 2007.

Disease-based primary level care

- Breast Care Center
- Genetic counseling
- Breast cancer seminars
- Mammography seminars
- Low or no-cost mammograms
- Skin cancer screenings
- Prostate cancer screenings
- Full range of diagnostics
- Full range of treatments
- Tobacco-free coalition
- Region's only pediatric oncology program
- Region's only pediatric blood disorders program
- Gaucher's Disease program
- Region's only therapeutic o/p apheresis

Inpatient care, research and education

- Inpatient adult cancer and blood disorders unit
- Inpatient pediatric cancer and blood disorders care
- Comprehensive surgical oncology
- Region's only therapeutic i/p apheresis
- Amer. Cancer Society Breast Cancer research
- Affiliated with NYOH, ASCO-recognized in research
- Cell biology and cancer research studies
- Gene therapy research

Brain/Nervous system disorders

Community Need

Brain/nervous system disorders (including cerebrovascular disease and stroke) are the third leading cause of death in New York State, responsible for over 6,000 deaths each year. Strokes are preventable and costly: 75-80% of all strokes are preventable, and up to 43% of the Medicare budget is expended annually for the medical care of stroke patients.

Our response

AMC serves nearly 3,300 inpatients each year, requiring neurological care or neurosurgery.

Disease-based primary level care

- Comprehensive epilepsy center
- Neuromuscular evaluations by PM&R
- Movement Disorders programs
- Interventional radiology
- Full scope of pain management
- Full range of treatments
- Full range of diagnostics

Inpatient care, research and education

- Inpatient neurosciences unit
- 6-bed inpatient epilepsy unit
- Region's only endovascular neurosurgical team
- Spine surgery and spine unit
- Stereotactic radiosurgery for brain
- JCAHO- and DOH-certified Stroke Program
- NIH-funded Alzheimer's research
- Partnership w/ GE on extensive research of central nervous system disorders
- Participation in largest stroke clinical trial
- Residencies in Neurology and Neurosurgery
- Fellowships in Vascular Surgery

Diabetes

Community Need

24 million children and adults in the U.S., or 8% of the population, have diabetes. While an estimated 18 million have been diagnosed with diabetes, unfortunately, 6 million people are unaware that they have the disease. It is also one of the leading causes of death among the 45-64 age group.

Our response

Albany Medical Center is a comprehensive provider of diabetes services for adults and adolescents. As diabetes continues to rise among children and adults, so do inpatient admissions related to the disease. In 2007 we cared for almost 5,300 patients with a primary or secondary diagnosis of diabetes. We also have an endocrinologist and nurse practitioner dedicated full-time to our inpatient diabetes population.

Disease-based primary level care

- Medical diagnosis and treatment
- Self-Management education
- Medical nutrition therapy
- Insulin pump therapy
- Clinical Pharmacotherapy services
- Lipid Management
- Pediatric endocrinology services
- Continuous Glucose Monitoring
- Basal Bolus Therapy
- Diabetes management during pregnancy
- NYSDOH grant: pediatric diabetes education

Inpatient care, research and education

- Dedicated inpatient diabetes hospitalist & NP
- Diabetes management during hospitalization
- Post-renal transplantation diabetes management
- Hospital-wide initiative to improve health of patients with diabetes
- Clinical research programs

H. HEALTH EDUCATION

We provide support/education programs for maternal and child health, cardiac services, nutrition services, renal disease, emergency and accident prevention, speech and hearing problems, wellness, bereavement and loss, and the underserved. Highlights in 2007 included:

- Free health screenings and seminars were provided to the public. Examples include:
 - Skin Cancer screening
 - Heart Failure seminar
 - Communicating Effectively with Your Physician seminar
 - Men's Health screening
 - Parkinson's Disease seminar
 - Diabetes education sessions
 - Laser therapy screening
- The Health Explorations Program with the Albany City School District continued providing senior high school students with exposure to health care careers while completing requirements in a health sciences-related curriculum.
- We participated in large community health fairs such as ACOG (American College of Obstetrics and Gynecology), the Senior Health Expo (held at Colonie Center), and the Go Red for Women community expo (American Heart Association).
- The ongoing Continuing Medical Education (CME) activities of Albany Medical College meet both institutional requirements and individual physician needs for CME. We accredited over 490 programs and trained over 4,900 physicians and 2,800 other health care providers in 2006.

III. Improving Access

As the only academic medical center within a 150-mile radius, we provide a host of unique and/or highly specialized services to our community and to hospitals in our region – including a Level I Trauma Center and largest Emergency Department, a Level IV NICU, the only Children’s Hospital in the region, the major resource for the Medicaid population, and a provider of high-end surgical services and medical care for the acutely ill.

Major resource for Medicaid and Uninsured populations

Albany Medical Center is the dominant provider of services for the Medicaid and uninsured populations. We discharge nearly 50% of Medicaid patients from Albany County, 30% of Medicaid patients from the Capital Region, and 12% of Medicaid patients from our 23-county service area – we care for more Medicaid patients than any other facility in our 25-county region.

- Our commitment to the uninsured and underinsured is validated through our payor mix: almost ¼ of our patients fall into this category.
- Our Medicaid discharges have grown by 1/3 since 2001. We are also the primary Medicaid provider – not only in the Capital Region, but in our 23-county service area.
- During 2007, Albany Medical Center Hospital’s total uncompensated or charity care was over \$35 million. This includes both inpatient and outpatient services.
- Known throughout the region for its specialized care of newborn babies, children with cancer, as well as other critically ill and traumatically injured children, the Children’s Hospital at Albany Med provides pediatric care to the area’s children, including Medicaid and uninsured patients.
- 40% of our Emergency Room patients are uninsured or underinsured.

Hospital that serves other hospitals

As the region’s Level I Trauma Center, we provide comprehensive care to the critically ill and injured that is not available at other hospitals. As a result, we received over 3,400 transfers in 2007 from other hospitals due to the absence of a qualified specialist on staff or on-call at the time of need - - or because the patient required a higher level of care that the hospital could not provide. (Transfers have grown 81% over a 6-year period.)

We will continue to play a even greater role as the region’s tertiary care center, when other facilities - - in response to regulatory and economic conditions - - constrict the services they offer.

Inpatient rescue services for special populations

Albany Med is the regional referral center for a wide range of tertiary and quaternary surgical and medical services, from organ transplants to a variety of cardiovascular, vascular, cancer, neurosurgical, and pediatric services, often unavailable elsewhere in the region. These special patient populations will continue to grow as hospitals in the region are unable to support physician specialists, support staff, technology, services, etc., required for high-end care.

We continue to deliver a broad array of complex care to our constituencies and as demand grows, we continue to respond. In 2007, we hired nearly 30 new specialists to our full-time physician staff, and through mid-year 2008 we have hired an additional 30.

Plans to continue our role in the continuum of care - for our community and providers

In response to the increased demand for our services, in 2007 we submitted a Certificate of Need application for expansion. By requesting an increase of inpatient beds to meet the current and projected need for the specialty services offered at Albany Medical Center, we will also be able to effectively continue our unique role within the continuum of care, serving patients and other health care providers.

IV. Vital Roles of Education and Research

As an academic medical center, Albany Medical Center's mission focuses on medical education and biomedical research in addition to patient care.

Education

Since its founding in 1839, Albany Medical College has grown from one of the nation's first private medical schools into an integral component of Albany Medical Center. The only institution of its kind in the region, the College trains medical students, residents and fellows, and provides continuing medical education programs for physicians. It also offers masters and post-doctoral programs in the basic sciences, as well as specialty training for nurses and technicians.

Albany Medical College became one of the first medical schools to respond to the changing health care needs of our nation. It did so by restructuring our curriculum to better address contemporary issues in health care while simultaneously providing a solid clinical and scientific education.

Impact on Community – educating, training, recruiting and retaining physicians and health professionals for our community

Educating tomorrow's physicians

Albany Medical College educates and trains over 550 future physicians. We also offer residencies and fellowships in over thirty accredited programs to 400 physicians, and provide continuing medical education (CME) to hundreds of the area's physicians – while maintaining an important commitment to the impact of societal trends on the practice of medicine and community health.

New and innovative collaborations enhance the College's ability to expose medical students to areas of healthcare they might not have considered. For example:

- Bassett Healthcare and Albany Medical College recently announced a partnership to establish a regional clinical campus for third year medical students at Bassett's Cooperstown campus. This partnership will help to address the physician shortage, which is particularly acute in rural regions, and encourage medical students to practice in rural areas after they graduate.
- Project MEDSCOPE encourages medical students to participate with community organizations and physicians to serve the unmet health care needs of the underserved. While providing important care, the medical students meet educational requirements, gain valuable experience, and may make health career decisions as a result.

Notably, approximately 40 percent of the region's physicians have graduated from, or receive continued medical education through, Albany Medical College.

Recruiting and retaining physicians

Because of the broad range of programs and services available at academic medical centers, Albany Medical Center retains a wide range of physician specialists not found elsewhere in our region, including critical care medicine and surgery; electrophysiology/interventional cardiology; endovascular surgery; HIV medicine; neuro-interventional care; oncology surgery; pediatric subspecialties; plastic and reconstructive surgery; transplant surgery; and trauma.

We also have entered into affiliation agreements with private physicians to provide services such as family practice (Community Care Physicians); radiology (CCP/ Image Care); urology (CCP/ Urological Institute of NENY); hematology/oncology (New York Oncology-Hematology); pathology (Affiliated Pathology Services); cardiothoracic surgery (Capital Cardiology Associates); ophthalmology (Children's Medical Eye Consultants, Cornea Consultants of Albany, Ophthalmic Plastic Surgery,

Retina Consultants LLC); vascular surgery (Vascular Group LLC); radiation oncology (AMC Radiation Oncology); otolaryngology (University ENT); and various orthopedic services (Capital Region Orthopedic Associates). Additionally, we continue to recruit specialists to our full-time faculty to meet the increasing health needs of our community.

Educating and training other health professionals

Albany Medical College is dedicated to promoting and providing health care education across the board.

Beyond medical degrees, Albany Medical College operates educational programs that award the diplomas/degrees listed below. Also included is the number of students enrolled in each program:

- MS and PhD programs in Basic Sciences - 69
- Certified Nurse Anesthetist (CRNA) program (Master's) - 49
- Physician Assistant Studies (Master's) - 63
- Bioethics (Master's) - 49

In addition, we work with other health systems and service providers to ensure that community needs are met at various provider levels. For example:

- Over the last five years Albany Medical Center has expanded its role as a clinical rotation site for students from Hudson Valley Community College and Albany College of Pharmacy in the fields of nursing, respiratory therapy, ultrasound, cardiovascular, paramedical services, pharmacy and laboratory sciences.
- The Hospital offers scholarships to students in the Hudson Valley Community College and Albany College of Pharmacy programs, and has recently included scholarship programs at other local and regional colleges such as College of St. Rose and Marist College (both in the field of clinical laboratory medicine). This initiative has succeeded in increasing enrollment in previously under-enrolled programs to the point where there are sufficient graduating students to fill vacancies in many other hospitals in this region.

Research

Our research mission is organized under four Interdisciplinary Research Centers, each one focusing on a specific type of biomedical research:

- Center for Cardiovascular Sciences
- Center for Cell Biology & Cancer Research
- Center for Immunology & Microbial Disease
- Center for Neuropharmacology & Neuroscience

Impact on Community – advancing medical science to improve our community's health

With research as the key to discovery, our researchers/scientists study biological processes and diseases. The ultimate goal of this research is to develop effective treatments and cures:

- Our research brings the newest medical treatments to patients through hundreds of clinical trials.
- Almost 300 scientific researchers/investigators are involved in clinical and laboratory research.

In 2007, our research mission remained vibrant, with more than \$16 million in sponsored studies that will further the frontiers of biomedical science. It is important to note that we maintained our funding levels during a time of increased competition and diminished funding for biomedical research.

Areas of major clinical research include:

Arthritis	Cancer
Diabetes	Kidney transplantation
Nuclear medicine	Surgical Oncology
HIV and AIDS	Alzheimer's and Parkinson's Diseases
Epilepsy	Spinal Injury treatment
Cardiovascular	Vaccinations

V. Our Financial Commitment

ALBANY MEDICAL CENTER FINANCIAL STATEMENT FOR REPORT YEAR 2007

1 Sources of Revenue

- Net Patient Revenue	\$627,098,619	
- Other Operating Revenue	\$38,200,423	
- Grants, Research, and medical education	\$53,765,733	
- Non-operating revenue	<u>\$988,070</u>	
Total Revenue		<u>\$720,052,845</u>

2 Expenses

- Salaries and Benefits	\$390,148,570	
- Supplies and other expenses	\$242,967,340	
- Depreciation and interest	\$47,094,373	
- Provision for Bad Debt	<u>\$25,727,458</u>	
Total Expenses		<u>\$705,937,741</u>

3 Bad Debt/Uncompensated Care		<u>\$25,727,458</u>
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4 Charity Care

- Community Benefits	<u>N/A</u>	
Total Charity Care		<u>\$9,400,000</u>

5 Assets	<u>\$718,143,662</u>
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6 Liabilities and fund balances	<u>\$718,143,662</u>
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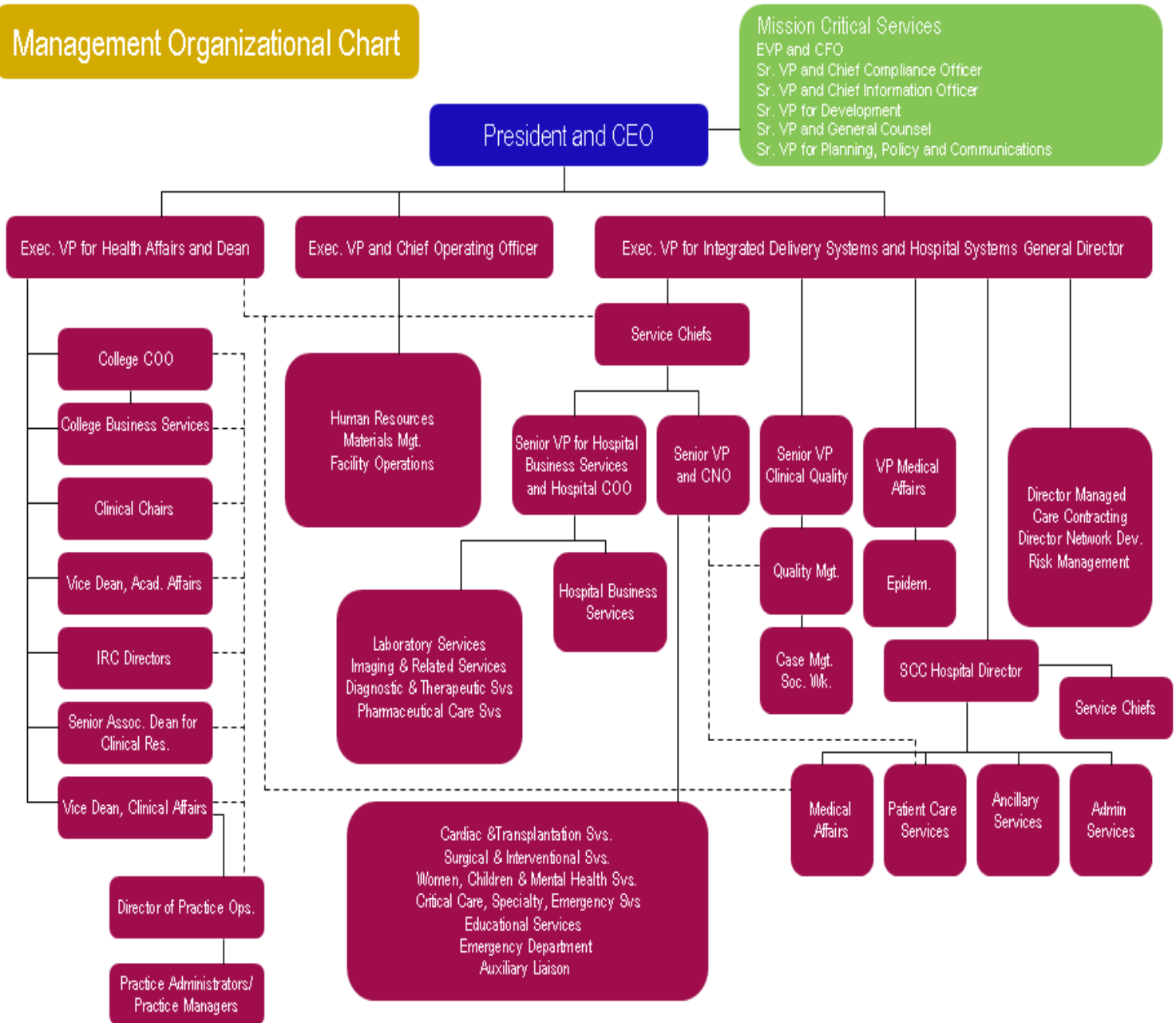
7 Capital - equipment	<u>\$105,179,375</u>
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8 Land	<u>\$3,282,732</u>
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9 Buildings and improvement - construction	\$148,259,537
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VI. Albany Medical Center's corporate structure

Management Organizational Chart



For the purpose of practice standards the Faculty Practice nursing administrator reports to the hospital CNO

VII. Charity Care Policy

Albany Medical Center

Patient Billing Services / Medical College Physicians Group Billing

Charity Care Policy

Revised February 28, 2007

SUBJECT: CHARITY CARE

POLICY: To provide Charity Care for the uninsured and under-insured, and to pursue services and programs that assist patients financially related to the coverage of healthcare expenses. For purposes of this policy, patients include legally responsible guarantors.

PREFACE: Unless excluded under "Exclusions", the Albany Medical Center Charity Care Policy covers services provided by Albany Medical Center Hospital (AMCH), Albany Medical Center – South Clinical Campus (SCC), and those physicians who are employed by Albany Medical College and participate in the Albany Medical College Faculty Practice Plan if such physician services are furnished in conjunction with a service of AMCH or SCC. Eligibility is based on household income, and may also take into account assets as discussed below. Patients with household income up to 300% of the current federal income guidelines are considered eligible for charity care. Patients with household income up to 100% of federal income poverty guidelines are eligible for free care, and a sliding scale will be applied for patients with household incomes between 101% and 300% of federal income poverty guidelines. The maximum payment by qualified patients is the applicable Medicaid rate for inpatient hospital services and the highest volume commercial payer rate for all outpatient services. Patients with incomes above 150% of the federal poverty guidelines will also be subject to an asset test. Eligibility as to patients who are adult children living at home with parents will not be determined based on inclusion of the parents' income if the patient and/or parents can establish the patient's financial independence. Any patient whom it appears may qualify for state or federal sponsored programs will be assisted by Albany Medical Center ("AMC") staff in the application process for benefits under such state or federal programs. Government programs must be applied for before consideration under the Albany Medical Center Program. Translation services are provided by AMC for patients in need of this assistance. Information related to the Charity Care Program, including in brochures and posters, is available in public areas at both hospital campus locations, in rest rooms, on billing statements, at the time of registration or intake for a hospital service, on the AMC web site (www.amc.edu/pbs), in the Annual Community Service Report filed by AMC, or by calling (518) 262-1981. Information is available in the English language as well as Spanish.

Eligibility

- A. **General:** Patients with household incomes above three hundred percent of the federal poverty guidelines will not be eligible. Patients with household incomes at or below three hundred percent of the federal poverty guidelines will be presumptively eligible subject to the following residence requirements. Any patient residing in Albany, Rensselaer, Saratoga, Schenectady, Columbia, Greene, Schoharie, Warren, and Washington counties who receives medically necessary care is eligible. Patients residing outside the nine county areas but within New York State will be considered for the Program only if the medical service was not available or provided in their county of residence. However, any patient requiring emergency care will be considered under the Program, including EMTALA transfers, independent of their county or State of residence. Except as stated below, patients must comply with the application process and provide all documents required for the application evaluation. The Albany Medical Center Program is a resource of last resort meaning that sources of payment such as government programs and other insurance must first be exhausted. Determinations as to whether a patient qualifies for charity care will be made in writing by the Albany Medical Center Charity Care Committee ("Committee") within thirty days of receipt of a completed application, and the patient will be notified in writing as to whether charity care has been granted or denied and if denied, given a written reason for the denial. If written notification to the patient is not practicable then efforts will be made to provide oral notification.
- B. **Special Circumstance Eligibility:** The Albany Medical Center Charity Care Committee may determine that a patient qualifies for charity care under circumstances where the patient is unable, including due to physical, social and/or mental limitations, to go through the complete application process. However, the patient must first be determined ineligible for state and federal programs and for any other insurance. The patient will be thoroughly screened for income and, if income is above 150% of the federal poverty guidelines, for assets, based on available information. As an example, a homeless patient, or a patient being treated for a psychiatric condition, may be referred to the Committee by an Albany Medical Center financial counselor, counselor, or social worker, without completion of the Charity Care application. As long as the screening and validation of basic financial information takes place, and based on such screening and validation the patient meets eligibility criteria, then the Committee will approve the case for a charity care adjustment.
- C. **Refunds:** If for any reason a payment has been made by a patient prior to an eligibility determination for Charity Care the patient shall be refunded all or part of that payment depending on the amount of the discount and patient responsible amount.

Exclusions:

The following are excluded from the Program:

- Cosmetic surgery;
- Bills for physicians services provided by physicians not employed by Albany Medical College and in the College Faculty Practice Plan whether or not such physician services are provided in conjunction with an AMCH or SCC hospital services;
- Bills for services of physicians employed by Albany Medical College and in the College Faculty Practice Plan, but where the physician service was not rendered in conjunction with an AMCH or SCC hospital service.
- All insurance co-pays, deductibles and co-insurance amounts are not covered by the Charity Care Program.

Process

1. AMC will assist the patient in applying for government programs including but not limited to Medicaid, Medicare, Healthy New York, Child Health Plus, and in exploring sources of payment other than the Program. Such assistance may be provided directly by Albany Medical Center or the Center may arrange for such assistance.
2. If it is determined that the patient is not eligible for state or federal programs and there is no other insurance source, the patient will be assessed for eligibility under the Charity Care Program.
3. The patient will be required to provide information and comply with any requests made for additional information. The application process is not to be unduly burdensome or complex, and efforts will be made to work with the patient during the process.
4. Each application will be validated utilizing a search software tool. Information that conflicts with the application will be taken into account in making the approval/denial determination. The patient will be advised of conflicts with data provided on the written application. If the patient contests any finding, he/she must provide proof in support of his/her position. In the event the asset test is applicable and the patient asserts that an asset is no longer available, the patient will be asked to substantiate that assertion and to provide an explanation of the disbursement of proceeds.
5. Once the patient has submitted a completed application the patient may disregard bills which may be sent in the ordinary course of AMC business, and the patient will be notified that he/she may disregard such bills.
6. Applications will be accepted up to 1 year from the date of discharge or the date of service and the patient will have 60 days to complete the application after initial submission.

7. The patient will be provided written notification of acceptance or denial. If the patient is accepted, he/she will receive written notification of the Charity Care discount amount. Patients with incomes at or below 100% of federal income poverty guidelines who have been accepted will receive free care. Those who have been accepted and who have incomes between 101% and 300% of federal income poverty guidelines will receive a sliding scale Charity Care discount capped at the applicable Medicaid rate for inpatient services and the highest volume commercial payer rate for all outpatient services. See AMC Sliding Scale attached.
8. The patient will be permitted to establish a reasonable monthly payment arrangement on any balance remaining and the balance will be adjusted to reflect the Charity Care discount. In no event will a monthly payment on the total outstanding balance be required which is more than 10% of the monthly gross household income except that, if the asset test is applicable, then assets will be taken into account in determining the monthly payment amount. No installment plan will contain an acceleration clause in the event of a missed payment. No interest will be assessed.
9. Patients will have the right to a written appeal by submitting additional documentation to the Patient Financial Services Department and will be advised in writing of the right to appeal and what should be done to affect the appeal.
10. If a patient has multiple accounts or services the approval or denial notification letter will identify all accounts approved or denied for Charity Care. Patients are separately evaluated for Charity Care as to each inpatient or outpatient hospital service and related physician service.

Determinations:

The application must be submitted with proof of income, identity, residence, and if the income is above 150% of the federal poverty guidelines, proof of assets. Such items as bank statements, birth certificates, and W2's will be requested. There will be no asset test for patients with income at or less than 150% of the current year's federal income poverty guidelines. Individuals with income over 150% of the federal income poverty guidelines must spend down assets to \$10,000.00 except the following assets are excluded: patient's primary residence, tax deferred or comparable retirement savings accounts, college savings accounts, and cars regularly used by the patient or patient's immediate family. If the patient was denied Medicaid or other government program benefits, the denial notice must be included with the application. The denial must pertain to the period on or after the hospital care. If an Albany Medical Center Financial Counselor evaluated the patient for the government program, the documentation included with that evaluation may be used in lieu of a county denial.

The Charity Care Committee will review and timely determine all applications.

Training:

All AMC staff involved in intake, registration, training, financial counseling, billing, customer service, collections and social work activities will be trained with regard to the existence of the Program, its requirements, and how to apply.

Collections:

AMC shall not send any account to collection if the patient has submitted a completed application for Charity Care, including required supporting documentation, and eligibility is being determined. Patients will be notified not less than 30 days prior to the referral of debts for collection, including notification on a patient bill. All collection agencies used by AMCH, SCC or College shall be required to obtain written consent prior to commencing legal action against a patient. Collection agencies will be required to comply with the Charity Care Policy of AMC and to train their staff as to such Program, including but not limited to providing information about the Program to patients. In no event will any amounts be collected from a patient who was eligible for a government program at the time the healthcare service was provided or be sent to collections. Additionally, under no circumstances will AMC or any entity providing collection services force the sale or foreclosure of a primary residence in order to collect outstanding medical bills.

Compliance Measurement:

AMC will monitor the effectiveness of this Policy by the following activities:

- Internal phone audits shall be conducted monthly, including anonymously, by the Patient Billing Services Department to evaluate staff knowledge of the Program. If necessary, education is provided and program materials distributed to the person or unit in need of education.
- Quarterly, Patient Access shall audit registration areas to be sure Charity Care Program brochures and applications are available at all registration sites both on the main campus and at SCC.
- Tracking reports for pended, approved, and denied cases shall be reviewed by the Committee monthly to ensure policy adherence.
- Annual orientation of staff shall be conducted to keep staff informed of Program and any changes in the program.
- New hire orientation shall include education and information about the availability of charity care benefits.