



AT THE CENTER... OF QUALITY PATIENT CARE

Kaleida Health 2001 Annual Report

## **KALEIDA HEALTH MISSION**

Kaleida Health is an integrated, comprehensive health care delivery system, offering a full continuum of care with a commitment to excellence in service, education and research. Kaleida Health will play a leadership role to promote and enhance the health of both adults and children in the communities it serves in Western New York and beyond.

Kaleida Health works continuously to improve the quality of services it provides. It is committed to improving wellness in the community, ensuring access, adding value and advancing medical science and education.

It partners with its communities in innovative ways to improve overall quality of life and to provide care to populations in need. Kaleida Health plays valuable roles as a leading corporate citizen and a responsible employer.

## **KALEIDA HEALTH FOUNDATION MISSION**

The mission of the Kaleida Health Foundation is to attract and receive philanthropic support to further the mission of Kaleida Health and to ensure worthy stewardship of all donors' charitable gifts.

## **AT THE CENTER... OF HEROISM**

We will never forget the events of September 11, 2001, which turned our country, and the world, upside down. The cruel irony of such tragedies is the extraordinary acts of bravery and human compassion that accompany them. Included in the myriad of professionals who performed heroic acts of bravery are health care workers, who tended to the survivors, provided comfort to relatives and eased the pain of loved ones. We salute them and their unselfish acts of kindness and professionalism.

## **AT THE CENTER... OF CARING AND DEDICATION**

At Kaleida Health, we are fortunate to bear witness to countless miracles every day, all due to the best efforts put forth by our physicians, nurses and other health care providers. Presented within this Annual Report are just some of the many accomplishments that happened at Kaleida in 2001. They would not have been possible without the Kaleida Health Foundation, whose philanthropic support enables us to continue providing quality health care each and every day of the year.

For the second year in a row, the Annual Report has been produced as a collaborative effort between Kaleida Health and the Kaleida Health Foundation. We are pleased to present you, our friends and benefactors, with a summary of the year's activities.

**“When we do the best we can, we never know what miracle is wrought in our life, or in the life of another.”**

*Helen Keller*

Gerald Lippes  
Chair, Kaleida Health Board of Directors



## AT THE CENTER...

**...OF CHALLENGE** 2001 - 2002 has been a time of significant challenge and remarkable achievement at Kaleida Health. We began 2001 with aggressive strategies to improve financial performance and continue our quest for top quality health care. The first half of the year was marked by the resignation of our CEO and our initial steps toward change at the senior leadership level. At the same time, we faced escalating operating losses.

The Board of Directors reacted swiftly on all fronts. We completed a comprehensive strategic review by The Hunter Group, an outstanding national consulting firm. Many of the firm's recommendations are already being implemented. We recruited a stellar CEO, Bill McGuire, in early 2002. He is already making his mark. In addition, we named several other new senior operating officers, building a team of the highest quality while returning Kaleida to a cash positive operating position.

**...OF ACHIEVEMENT** During this transitional time, we also made great strides in improving quality of care—and these efforts paid off. The Joint Commission on Accreditation of Healthcare Organizations completed a system-wide survey in March 2002 and left Kaleida very impressed with our accomplishments. Kaleida earned scores of 88 for hospital inpatient, ambulatory and alcohol services, 96 for long-term care services, and 99 for behavioral health services. Equally significant, our Picker scores for patient satisfaction exceeded national averages. Similarly, favorable patient satisfaction scores were attained through Kaleida's own weekly surveys.

**...OF COMMITMENT** When 2001 began, I was convinced we would leave Kaleida better than we found it and position the system to remain the region's health care leader for many years to come. By all measures, though much work remains to be done, we have accomplished our goal.

Success has always been – and will continue to be – possible, thanks to the ongoing commitment, support, dedication and hard work of our Directors, supporters, donors and volunteers, as well as Kaleida Health physicians and staff. In the face of change and despite the challenges, they stay focused on our mission of excellence—and ultimately, it is our patients who benefit.

**“The sign of a quality organization is one in which I would feel comfortable being cared for or having my family members cared for, and yours is one of those.”**

*Joint Commission on Accreditation of Healthcare Organizations - March 2002 Exit Conference at Kaleida Health*

## AT THE CENTER...

Susan Graham, M.D.

President

Kaleida Health Medical/Dental Staff



**...OF PROGRESS** The Medical/Dental Staff plays a key role in Kaleida Health's ongoing efforts to enhance quality and patient satisfaction, with a focus on efficiency and effectiveness in care delivery.

**...OF ADVANCEMENT** During 2001 and into 2002, our specialists upheld a time-honored tradition of being regional, national and international leaders at what they do best. The Acute Care of the Elderly (ACE) Unit at Buffalo General Hospital was one of three facilities recognized with a 2001 Pinnacle Award for outstanding results in patient health and safety by the Hospital Association of New York State. Pancreas transplant services resumed, as important strides were made to build the Kaleida Health Transplant Program. At The Children's Hospital of Buffalo, the Miniature Access Surgery Center opened, with two operating rooms fully equipped to perform multidisciplinary minimal access surgery.

As a result of these and numerous other advances, we are positioned for clinical excellence well into the future.

## AT THE CENTER...

William McGuire

President and Chief Executive Officer,  
Kaleida Health



**...OF EXCELLENCE** Quality health care is about putting the patient first.

In this Annual Report, you will read several stories of clinical achievements at Kaleida Health that are unique to Western New York. These are just a few outstanding examples of the miracles – both large and small – that take place each day in our hospitals, skilled nursing facilities, and ambulatory and home care sites.

**...OF DEDICATION** These accomplishments don't just happen. They stem from the compassion, experience and dedication of our talented caregivers. Kaleida is blessed with very high-quality physicians, nurses and support staff. Many of our specialists are renowned nationally and internationally for their work. Yet, even as they realize major clinical breakthroughs, they remain focused on the individual needs of each person who comes to them for care.

**...OF OUR MISSION** In the midst of myriad complex issues facing health care locally and nationally, it is more important than ever to stay focused on our primary mission: highest quality care and caring. Through the stories of patients and caregivers in this report, you will see this mission come to life.

From a personal perspective, I am honored to become a part of this fine team.



AT THE CENTER... OF BREAKTHROUGHS

Michael Farely loves woodworking. But over the years he experienced increasing difficulty performing the craft due to pain and discomfort from arthritis in his hand. The pain grew so intense that it interfered not only with his woodworking but also with other daily activities. Traditional treatment methods had either failed to help or were not viable options.

Mr. Farely's debilitating arthritis led him to seek treatment at the Hand Center of WNY, located at Millard Fillmore Gates Circle Hospital. In January, Kaleida hand surgeon Owen Moy, M.D., performed a pioneer joint implant procedure, which has enabled Mr. Farely to resume all normal activities, including his beloved woodworking, without pain.

Dr. Moy is the first physician in New York state to perform the implant procedure, which uses a new substance recently approved by the Food and Drug Administration. He is one of just a handful of "alpha users" in the nation trained to perform the procedure with the new implants, which are made of pyrocarbon, a harder and more durable substance.



They say prevention is the best medicine, and a study being conducted at The Children's Hospital of Buffalo is working to prove just that.

Teresa Quattrin, M.D., pediatric endocrinologist at Kaleida and associate professor at the University at Buffalo, is the principal investigator of a study that identifies obese children at risk for Type 2 diabetes so that they, along with their families, can be put on an interventional program that effectively fends off the onset of the disease. The study is funded by the Kaleida Health Foundation.

The incidence of obesity in America has doubled over the past 20 years, and because obesity is directly related to Type 2 diabetes, children and adolescents are contracting the condition at equally alarming rates. Preventing the disease by finding the at-risk population is Dr. Quattrin's goal.

Study co-investigators are Emily Liu, M.D., a fellow in the Division of Pediatric Endocrinology, Leonard Epstein, Ph.D., and James Remmick, Ph.D., both from UB. The team combines their expertise in endocrinology and behavioral modification by introducing a program of weight loss and exercise to the whole family, which may be effective in preventing Type 2 diabetes.



Most people are familiar with arthritis and its potentially debilitating effects. In some of its most severe cases, arthritis can cause disks in the back to permanently stiffen, leading to deformities so extreme that patients cannot lift their chin from their chest. This is known as ankylosing spondylitis.

Ankylosing spondylitis is most common in men and can proceed to a stiff and deformed (bent) spine over time. In addition, the spine is weakened and can fracture easily. Even a small trauma can result in a fracture that is easily missed, which can result in further collapse and deformity. For most patients this stiffening does not result in severe deformity; for some, however, surgery is their only hope for return to a normal lifestyle.

Advanced surgical procedures to correct severe ankylosing spondylitis are available at only a few health centers in the nation, including Buffalo General Hospital. These procedures are performed by Edward D. Simmons, M.D., the regional expert on ankylosing spondylitis and related spine surgeries. Similar amazing clinical advances and related procedures have been performed by Dr. Simmons and his colleagues in such areas as scoliosis and thoracic disk surgery.



“There’s no place like home” is an old adage that describes how some patients receive care from Kaleida Health. Project at Home is an innovative model being implemented through Kaleida’s VNA Home Care Services that enables some older patients with certain conditions, like Doreen DeBon of Buffalo, to be cared for at home rather than in the hospital.

Project at Home came to Western New York through a competitive grant process led by Bruce Naughton, M.D., Kaleida chief, division of geriatrics. Kaleida, with support from two local HMOs, was selected to test the Project at Home concept with two other sites in the country. “This program was a perfect match for us and our ongoing efforts to improve access to health services and reduce hospitalization for older adults,” Naughton said.

Patients receive, at a minimum, daily visits from physicians and nurse practitioners, nursing care around the clock and all necessary testing and treatment. Preliminary results are encouraging, according to Dr. Naughton. “So far, we’ve found it’s working well. We’re seeing less stress for family members when patients receive care in the comfort of their own home,” he said.

The Kaleida Health Foundation has made a major commitment to geriatric programs throughout Kaleida Health.



Kaleida Health has long been the leading provider of cardiac services in Western New York, and this tradition continues in the new millennium: it has the distinction of being one of only four centers in the country participating in a Food and Drug Administration (FDA) clinical trial using a surgical robotic system to perform coronary artery bypass graft surgery—and the leading center to perform it without the use of a heart-lung machine.

Robotic techniques enhance a surgeon's already refined skill and dexterity. As the physician sits in front of a computer console, he or she uses simulated instruments to control and direct three interactive robotic arms mounted on the operating table. The surgeon manipulates an endoscope via a voice-controlled arm that has been inserted into the chest cavity. The system manipulates the surgeon's movements to exact scale, allowing for precise grafting of the arteries.

Performing these procedures at Kaleida is Hratch Karamanoukian, M.D., whose reputation as a skilled surgeon has enabled the health system to participate in the high-tech FDA trial.



Stroke is the leading cause of disability and the third-leading cause of death in the country—but an innovative form of stroke therapy available in Western New York only at DeGraff Memorial Hospital, offers a bright new chapter in the story of recovery for many stroke sufferers.

Known as constraint-induced movement therapy, or CI therapy, it is based on the brain's capability to “rewire its circuitry” after being damaged by stroke. Neuroscientists formerly believed that once brain cells were damaged by stroke, they were gone forever—along with any real chance of successful rehabilitation. However, CI therapy has been shown to induce the brain to relearn the use of limbs affected by stroke. Healthy limbs are restrained, while intensely focusing on reusing affected limbs. And it's all done through everyday activities like eating, buttoning your shirt or shooting baskets.

Kaleida Neurologic Rehabilitation Specialist Susan Bennett, P.T., Ed.D., N.C.S., helped CI therapy program “graduate” Bill Stevens, whose recovery has been remarkable.

Dianne Bennett  
*Chair, Kaleida Health Foundation*



## AT THE CENTER...

**...OF A PROUD LEGACY AND A PROMISING FUTURE** As we look back on 2001, we are reminded of our proud legacy and the importance of ensuring a promising future of excellent health care through our philanthropic work. The Kaleida Health Foundation officially merged with our adult foundations, the Buffalo General Foundation, the DeGraff Health Care Foundation, and the Millard Fillmore Health Foundation to create a single Foundation. (The Children's Hospital of Buffalo Foundation continues as a separate foundation.)

We are here for our patients and clinical team of physicians, nurses and others. We work in partnership with our benefactors and supporters as we strive to provide funds for new equipment, research and special programs for our patients and clinical staff. We take our responsibility very seriously and carefully steward your gifts for optimum benefit to make a difference in the health of our community.

We salute those volunteers who led our annual fund activities and special events last year. Special thanks to William Pearce, Jr.; Ann Badding; Tamara Owen; and Shirley Parks for their work on Caring By Sharing, the Annual Fund Drive, which yielded 1,300 new donors and increased participation in each division. The Kaleida Ball, cancelled in deference to the September 11 tragedy, nonetheless was financially successful, raising \$370,000 as donors exhibited a heartfelt spirit of generosity. This true spirit of giving enabled us to establish a special fund for diabetes care and research. The foundation board appropriated some of the proceeds to the Greater New York Health Care Association and The Burn Center of Washington Hospital for special programs related to the terrorist attacks. Co-chairs Catherine Hart and Darcy Zacher did an extraordinary job of creating enthusiasm and participation, as well as friend-raising, around the Kaleida Ball.

In 2001, the Kaleida Golf Classic was born. Chaired by Edward Hunt, it was a sellout, raising \$101,000 for the Emergency Department at Millard Fillmore Suburban Hospital. Our annual Kaleida Health Golf and Tennis Tournament, chaired by Dan Dy, David Hatcher, Samuel Kriegler, M.D., and Barry Swartz, proved once again to be a resounding success, netting \$53,000 to fund a specialized pain management program.

The VNA Immunization Campaign celebrated its 10th anniversary and continued to grow. Almost 45,000 people received flu or pneumonia shots, and proceeds will benefit charity home care at the VNA. We are particularly proud of programs like this, which raise needed funds while making Western New York a healthier place to live.

We are grateful to all our supporters for their endeavors, which made a significant difference this year. I hope you have enjoyed reading how philanthropy is contributing to our changing environment, the needs of our population and the opportunities of advancing technology. On behalf of the Kaleida Health Foundation Board, I thank you and ask for your continued support in 2002. As we work together, we will turn dreams into realities for our patients and our community. We truly do have a proud legacy... and a promising future.

## AT THE CENTER... OF GENEROSITY

We are grateful for the generous support of the many individuals, corporations, and organizations whose names appear in the following lists. Their support brings the Kaleida mission to life.

In addition to the donors recognized on these pages, more than 2,000 others contributed individual gifts of up to \$250. Together their support totaled nearly \$150,000. From all of us at Kaleida Health, our sincere thanks.

### **\$500,000 +**

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The John R. Oishei Foundation

### **\$250,000 to \$499,999**

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**\$1,000 to \$2,499**

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The Bell Funds  
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Estate of Helen M. Conner  
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These lists represent gifts received between January 1, 2001 and January 15, 2002. If we have made an error in spelling, listing, or omitting your name, please accept our apology and call us at (716) 843-7470 so that the error may be corrected in our records.

## PLANNING HELPS REALIZE YOUR PHILANTHROPIC GOALS

Philanthropy has always been at the center of quality health care. Through the years, charitable gifts have been the foundation for the continued growth and improvement of our hospitals. Today, with continuous advances in research and technology, the need is greater than ever before.

There are many ways to show your philanthropic support for your favorite hospital, program or initiative. Whether it is through the annual fund, planned giving or special events, each donor can create a giving legacy. Annual gifts help address the immediate needs of our hospitals while planned gifts can address longer-term objectives. Donors are encouraged to choose the charitable contribution that fulfills their personal philanthropic goals.

Your support of your favorite Kaleida Health hospital will ensure excellent health care for the people of Western New York into the future.

For more information on donor opportunities, please contact the Kaleida Health Foundation at 843-7470.

### ***How to document your planned gift***

*"I give, devise and bequeath \$\_\_\_\_\_ (or, "the residuary of my estate," or "a portion of my residuary estate equal to \_\_\_\_\_% thereof," or "the following described property: \_\_\_\_\_") to the Kaleida Health Foundation (or The Children's Hospital of Buffalo Foundation), a nonprofit foundation that supports programs and equipment directed toward the development and enhancement of programs for patient care, medical education and research at Buffalo General Hospital, DeGraff Memorial Hospital, and Millard Fillmore Hospital (or The Children's Hospital of Buffalo)."*

2001 was a very challenging year financially for Kaleida Health. The continued impact of the Balanced Budget Act of 1997, volume declines, managed care constraints, low reimbursement and the increased cost of medical and surgical supplies significantly affected Kaleida's financial performance resulting in an operating loss of \$62.5 million. To address these difficult challenges, including volume declines, Kaleida has implemented a far reaching process improvement plan. This plan is only just beginning to be implemented with the expectation of turning around this problem within the next 24 to 36 months. However, we are pleased to report that The Kaleida Health Foundations, as well as some specific areas within Kaleida, showed positive results for 2001.

<b>KALEIDA HEALTH BALANCE SHEET</b>	<b>December 31, 2001</b>
Current Assets	\$ 205,783,000
Restricted Assets	148,585,000
Plant, Property, and Equipment, Net	260,855,000
Other Long-Term Assets	11,767,000
Total Assets	\$ 626,990,000
Current Liabilities	\$ 143,908,000
Long-Term Liabilities	284,175,000
Total Liabilities	\$ 428,083,000
Total Net Assets	198,907,000
Total Liabilities and Net Assets	\$ 626,990,000
<hr/>	
<i>Statement of Operations</i>	
<i>for the year ending December 31</i>	
	<b>2001</b>
Net Patient Service Revenue	\$ 695,744,000
Other Net Revenue	42,192,000
Total Net Revenue	\$ 737,936,000
Salaries and Benefits	\$ 384,496,000
Other Expenses	358,547,000
Depreciation, Amortization and Interest Expense	57,427,000
Total Expenses	\$ 800,470,000
Net Deficit	(\$ 62,534,000)

<b>KALEIDA HEALTH FOUNDATIONS BALANCE SHEET</b>	<b>December 31, 2001</b>
Current Assets	\$ 30,657,000
Restricted Assets	30,451,000
Plant, Property, and Equipment, Net	49,000
Other Long-Term Assets	427,000
Total Assets	\$ 61,584,000
Total Liabilities	\$ 1,932,000
Total Net Assets	59,652,000
Total Liabilities and Net Assets	\$ 61,584,000
<hr/>	
<i>Statement of Operations</i>	
<i>for the year ending December 31</i>	
	<b>2001</b>
Contribution and Support Revenue	\$ 12,759,000
Investment Income	1,211,000
Total Net Revenue	\$ 13,970,000
Salaries and Benefits	\$ 912,000
Other Expenses	11,589,000
Total Expenses	\$ 12,501,000
Net Income	\$ 1,469,000

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---

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as of June 25, 2002

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H E A L T H

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