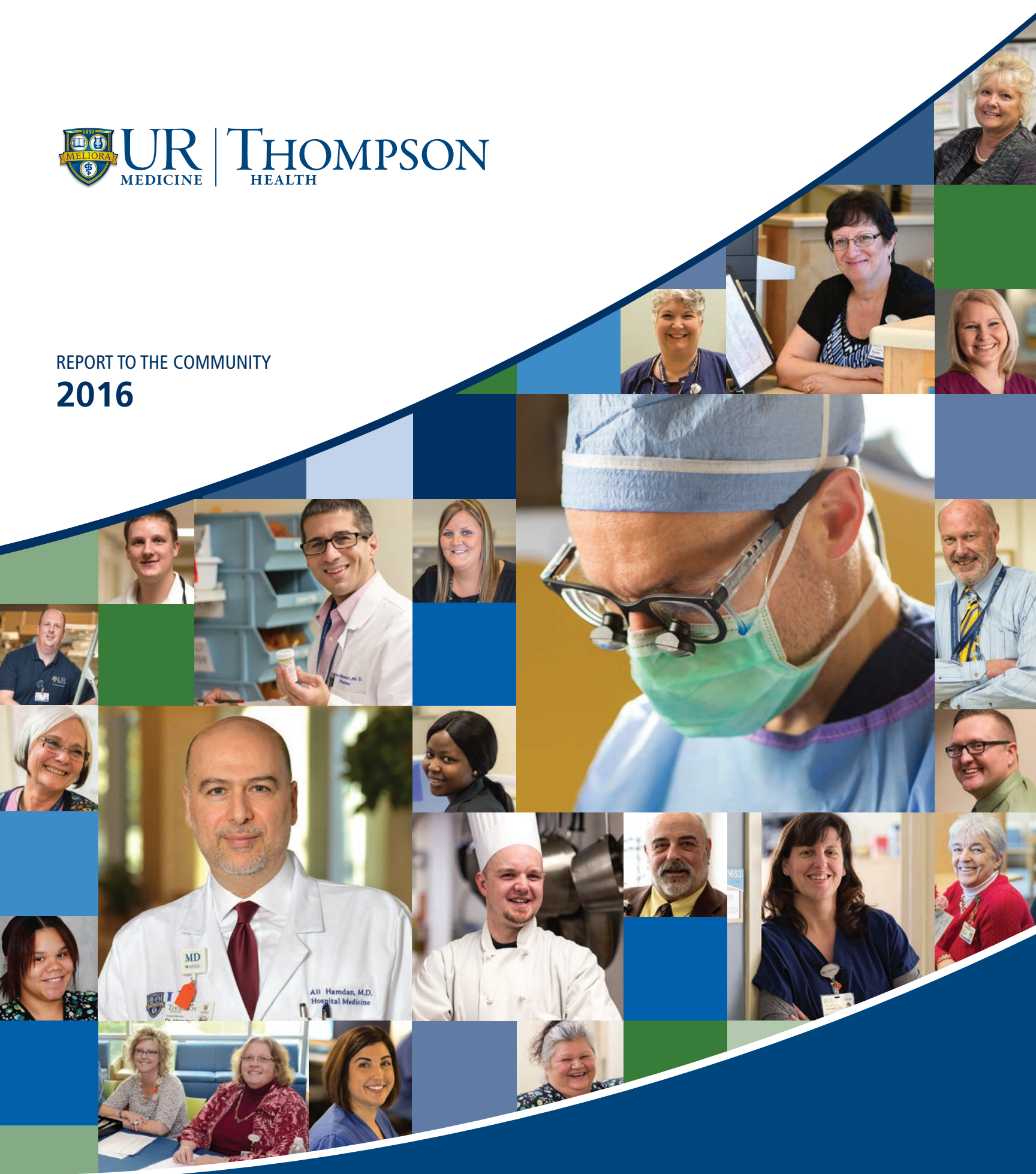


REPORT TO THE COMMUNITY
2016



TRUST

THE PEOPLE + TECHNOLOGY TO HEAL.

Corporate Missions

F.F. Thompson Health System, Inc.

Thompson Health is dedicated to providing an integrated healthcare system, comprised of affiliated health-related corporations, to continuously improve the health of the residents and communities of the Finger Lakes and the surrounding region.

The Frederick Ferris Thompson Hospital

The Frederick Ferris Thompson Hospital is a community hospital which exists to serve the healthcare needs of the people in partnership with regional healthcare providers. The Frederick Ferris Thompson Hospital serves as the center of a healthcare network to provide a full range of healthcare services and to improve community health.

M.M. Ewing Continuing Care Center

M.M. Ewing Continuing Care Center is dedicated to providing a continuum of long-term, rehabilitative, and related services to the community while respecting the dignity and individuality of those served.

FFTH Properties and Services, Inc.

FFTH Properties and Services, Inc. plans, develops, implements, owns, and manages health-related business ventures and services in support of the financial and business needs of Thompson Health.

F.F.T. Senior Communities, Inc.

F.F.T. Senior Communities, Inc. is a senior living environment comprised of independent and enriched living apartments and services. A variety of activities and personal services are provided to promote lifelong learning for a vibrant and secure community.

F.F. Thompson Foundation, Inc.

F.F. Thompson Foundation, Inc., a not-for-profit corporation, is committed to achieving philanthropic support for the services and priority needs of the System's affiliated tax-exempt corporations and to overseeing the management of restricted and unrestricted funds of the Foundation.



UR Medicine's Thompson Health was included in the 2016 edition of the "150 Great Places to Work in Healthcare" list published by *Becker's Hospital Review*.

CARES Values

C

Commitment

is to our customer. Our customer is the patient and resident, family, doctor, client, associate, volunteer, and visitor — anyone to whom we provide service.

A

Actions

speak louder than words. We act in a professional and timely manner and are accountable for our own behavior and that of our colleagues.

R

Respect

We treat every person with dignity, honor and appreciation. We avoid every intrusion into their privacy and hold their personal information in confidence.

E

Excellence

Our system is continuously providing outstanding care and exceptional service.

S

Service

We serve with pride, creating a responsive and healing environment. This is what our team is all about.



UR
MEDICINE

THOMPSON
HEALTH



Michael F. Stapleton, Jr., FACHE
President/CEO, Thompson Health



Richard H. Hawks, Jr.
Chair, Thompson Health Board of Directors



Robert W. Meyer, M.D.
President, Thompson Health Medical Staff

In health care, trust is the foundation upon which all else is built.

Whether it's an injured athlete working with her therapist in our Rehabilitation Services Department, a man who has rushed his wife to our Emergency Department with chest pains or a family choosing our skilled-nursing facility as the home for their aging father, trust is at the heart of the relationship. It's essential to everything that follows.

Within Thompson Health, we understand trust is earned, and it's earned based upon integrity and based upon reliability. It's why Thompson Health invests in the latest technology and in individuals of the highest caliber. It's why we follow evidence-based practices and commit ourselves to consistently delivering exceptional care, day in and day out.

Throughout 2016, we celebrated a number of quality designations which served as external validation of our dedication to excellence. For example, we received honors for our exceptional Birthing Center, including Advanced Perinatal Care Certification from The Joint Commission, which is the premier healthcare quality improvement and accrediting body in the nation. Then we capped off the year by achieving accreditation from the Surgical Review Corporation as a Center of Excellence in Hernia Surgery.

Also throughout 2016, we reaffirmed our commitment to quality. "No Pass Zones" and daily safety huddles, both of which you will read about in this Annual Report, were among the new initiatives aimed at ensuring the best care possible for our patients.

Driven by our mission to continuously improve the health of the residents and communities of the Finger Lakes and the surrounding region, Thompson Health continued to grow during 2016, as well. We opened an urgent care center – complete with x-ray services and a lab draw station – in Newark, and also welcomed two of the region's well-respected primary care practices into the fold. At the same time, we added even more on-call services and specialties so our patients can receive the same care as offered in Rochester.

Thompson Health's emphasis on earning and keeping the trust of those we serve is unrelenting, and our appreciation for those who place their confidence in us is profound. In these pages, you will find examples of just some of the ways we continued over the past year to ensure your belief in the integrity and reliability of our health system is well-placed.

Michael F. Stapleton, Jr., FACHE
President/CEO, Thompson Health



Top-Notch Team

On the heels of Excellus BlueCross BlueShield announcing Thompson as one of the first hospitals to receive the Blue Distinction Center+ for Maternity Care designation – for evidence-based, patient-centered care as well as cost efficiency – the Birthing Center achieved yet another honor over the summer when it received **Advanced Perinatal Care Certification**. This distinction, which recognizes patient-centered care for mothers and newborns, came from The Joint Commission, the premier healthcare quality improvement and accrediting body in the nation. The reviewer specifically lauded Thompson’s teamwork, collaboration and communication with patients. A consistently low primary cesarean rate, a consistently high breastfeeding rate and exemplary lactation support are also among the reasons Thompson stands out.



In Good Hands

Deficiency-free surveys are a rare occurrence when state Department of Health officials visit senior living facilities and programs, and yet Thompson experienced not one but two in 2016. Both the enriched living community of Clark Meadows and the adult medical day program, The Brighter Day, passed their surveys with flying colors. With surveyors looking at everything from the temperature of the food served to the accuracy of medication records, both locations had plenty of reasons to celebrate, knowing they were providing the best care possible for their residents and participants.



Safety First

Less than two weeks after the National Football League kicked off its 2016 season, system leaders at Thompson started holding huddles of their own. Each morning for just five to 10 minutes, they gathered for "safety huddles," quickly going around the table to report issues or events that could affect patients, residents, visitors and/or associates. Whether it was a piece of equipment in need of repair, a patient whose behavior had become a concern or a supply on backorder, issues got to the table sooner, with quicker resolution.

Surgery Excellence Honored

Soon after an on-site review in December, Thompson became the first hospital in New York State to be named a **Center of Excellence in Hernia Surgery™** by the independent, non-profit Surgical Review Corporation. Thompson's team of surgeons, nurses and other associates work hard to deliver safe, effective and evidence-based care during the hundreds of hernia operations performed in the Surgical Care Center each year. This outside stamp of approval provides patients with the confidence they will receive a commitment to excellence surveyors described as nothing short of "remarkable."



Earning accreditation signifies our commitment to ensure the highest quality of care is delivered to our hernia surgery patients.



Saying Yes to 'No Pass Zones' >

Both patient safety and patient satisfaction were at the heart of an initiative rolled out by an interdisciplinary team in May 2016. The team created "No Pass Zones" on 2 West, 3 West, 3 East, the ICU, the Birthing Center and the Emergency Department. Now, all associates and volunteers are responsible for responding when a patient or resident needs assistance and presses a call button. After the initiative rolled out, Thompson noticed a difference in patient satisfaction scores with regard to call buttons. In fact, comparing the fourth quarter of 2016 with a year prior, the percentage who felt calls were answered in a prompt manner increased by nearly 30 points.



Confidence in Stride >

For patients striving to overcome challenges including stroke, Parkinson's disease, amputations and more, the fear of falling can present a tremendous hurdle. Yet with revolutionary technology now available in Thompson's Rehabilitation Services Department, the fear soon disappears and the patient and therapist can get to the task at hand. Thompson became the first full-time outpatient setting in New York State to offer the SafeGait 360° Balance and Mobility Trainer®, which uses an overhead device that slides along a monorail-like track. The patient, meanwhile, is secured in a harness and can have confidence while working with the therapist to practice walking, improve strength and overcome balance issues.

Timely Treatment

Like most community hospitals, Thompson for many years had just one CT scanner. It helped the hospital care for many patients by aiding in the diagnosis of conditions including cancer and heart disease as well as locating internal injuries and bleeding. But when a patient was undergoing a biopsy, for example, a scan could not be stopped once it started. This meant that if someone arrived in the Emergency Department with a suspected stroke, they could not immediately go in the CT scanner. Now they can, thanks to a second CT scanner which arrived in December and is dedicated to emergencies. When seconds count – as they do in diagnosing a stroke – it can make all the difference in the world.

Focus on the Future

Thompson Hospital and the New Vision Health Therapy Sciences program offered by Wayne-Finger Lakes BOCES partnered in the fall to provide a unique opportunity to area high school seniors who have a passion for a career in health care and are selected for the highly-competitive program. The instructor and students are at the hospital each Tuesday and Thursday, using a conference room as their classroom, shadowing clinicians and attending presentations from hospital staff. The students earn college credit through Gemini courses offered in partnership with Finger Lakes Community College. As the vice president of Associate Services said, "These students have to meet rigorous requirements to even get into this program. They're the best of the best, and we want them to be our future co-workers. In addition to providing them with unique insight into a career in healthcare, the partnership serves as a recruitment tool for Thompson."





Shorter Road to Recovery

Nearly 200,000 patients in the U.S. are diagnosed each year with an abdominal aortic aneurysm. This weakening in the body's largest artery can worsen and eventually rupture if left untreated, causing severe internal bleeding and possibly death. Patients with this potentially deadly condition no longer need to go to Rochester for treatment. They are now able to come to Thompson for a procedure far less invasive than the traditional surgery. Instead of making major incisions in the chest or abdomen during open bypass grafting, the vascular surgeon from the University of Rochester Medical Center – who joined Thompson's medical staff in August 2015 – performs endovascular aneurysm repair (EVAR). Small incisions are made in one or both of the patient's groin arteries. With the help of x-ray images, the surgeon inserts and guides a wire to the aneurysm. A stent graft is advanced over the wire and expanded within the artery, restoring blood flow. Instead of a week in the hospital, the patient is often able to go home the next day and experience a faster recovery.

High-Tech Housekeeping

Thompson took infection prevention to a higher level in September with the arrival of the R-DTM Rapid Disinfecter™. Deployed after a room is cleaned and sterilized with standard techniques, the ultraviolet system can effectively reduce the pathogens that cause hospital-acquired infections by destroying hard-to-kill microorganisms, including *Clostridium difficile* (C.diff). The system measures, records and reports, providing real-time, online data access and analysis. Controlled remotely by an associate from Environmental Services, this technology can disinfect a standard patient room in eight minutes and is used throughout the hospital and M.M. Ewing Continuing Care Center.





Eyes on 2020



Nursing leadership continued paying it forward throughout 2016, teaching five of the nine required courses in Thompson's on-site RN-to-BSN program. Created in 2014 through an innovative partnership with Roberts Wesleyan College, the program gives nurses a convenient opportunity for professional growth and helps Thompson work toward the goal set forth by the Institute of Medicine, to increase the number of baccalaureate-level nurses within each hospital to 80 percent by 2020. Thompson took a big step toward this goal in May, when the students who enrolled in the first cohort walked across the stage to collect their degrees.

Combating Infection

A "Do It Group" (DIG) led by a member of Nursing Administration and the nurse who heads up Infection Prevention was named "DIG of the Year" by the health system's Associate Quality Council. With Clostridium difficile (C. diff) the most common microbial cause of healthcare-associated infections in U.S. hospitals, this team formed to streamline processes in terms of basic prevention protocols, equipment and education within Thompson. Weekly reports track the infection, and after the DIG launched its improvements in July 2016, there were no clinically-significant infections for the remainder of the year.

Closing the Loop

During a Diagnostic Imaging exam for suspected pneumonia, for example, an unexpected finding such as a lung nodule represents an opportunity to identify malignancy at an early, treatable stage. With national studies showing only 30-70 percent of recommended follow-up exams are performed, sometimes due to breakdowns in communication, Thompson's chief of DI teamed up with a Quality Improvement nurse to close the loop. Together, they developed a three-stage radiology recommendation tracking system to serve as a safety net for existing systems within primary care offices. Designed to be reproducible in any healthcare environment, the tracking system ensures appropriate follow-up exams occur within a timely manner. It was set to roll out, in 2017, throughout affiliated hospitals.



Keeping Track

In the U.S., more than 60 percent of adults over the age of 65 take at least five medications each week, with 15 percent taking more than 10. Compelled by this statistic and led by one of the hospital's Quality Improvement nurses, an initiative with the potential to enhance care as well as reduce readmissions launched in three of Thompson's family practice sites. In 2016 any patient taking five medications or more is offered an updated medication list in a blue sleeve to be presented at a specialist's office, urgent care center or emergency room. Continually updated, the sleeve can be kept in the refrigerator door for EMS personnel in case of emergency.




Here to Help

Spearheaded by a clinical nurse leader, a patient safety initiative known as "Call, Don't Fall" launched in 2016, both in the hospital and in the Skilled Transitional Unit of the M.M. Ewing Continuing Care Center. In both settings, staff members want to ensure patients know staff members are there to help whenever they need something. Posters featuring big, bold letters and the words "Call, Don't Fall" are now displayed in each room, and placemats reinforce the message. Whether someone needs to use the bathroom or simply retrieve something from a few feet away, they're reminded to push their call button for assistance.



Warm Welcome

As the first urgent care location in Wayne County, Thompson’s Newark Urgent Care Center opened its doors in early March 2016, quickly exceeding expectations with patient volumes well beyond what anyone had predicted. In fact, there were 652 urgent care visits and 151 lab patients within just the first few weeks alone. With X-ray services and a lab draw station on site, the center proved a convenient option for area residents, many of whom expressed their appreciation for prompt, friendly service. Wrote one local mom in an online review, “Best urgent care I’ve ever been to! Wonderful people and helped me so much!” 

Of Primary Importance

The health system's primary care team continued to grow throughout 2016, starting in the spring with the addition of Finger Lakes Family Care (FLFC) of Canandaigua, founded in 2006 by Dr. Robert L. Smith. Just a few months later, Dr. Bobby Khan joined Thompson's Shortsville Family Practice after relocating from a practice on Long Island, and at the end of the year, Thompson welcomed back Dr. Vincent M. Yavorek, whose Bloomfield Family Practice had been affiliated with the health system years ago. Over the course of the year, all of Thompson's primary care sites had a combined total of 58,767 patient visits, representing a 22.6-percent increase over 2015.

Specialties, Procedures Expand

Throughout 2016, nearly 90 physicians, physician assistants and nurse practitioners joined Thompson's medical staff, bringing the total number of staff members to 520 by the end of the year. Continuing a trend stemming from the 2012 affiliation with UR Medicine, these practitioners brought new services to Thompson's patients and expanded existing ones. For example, greater coverage was offered in palliative care, gastroenterology, rheumatology and urology. In addition, joining the medical staff were surgeons from a broad array of specialties, including hand surgery, plastic surgery, pain management, nephrology and ophthalmology. Among the new procedures was endoscopic carpal tunnel surgery, a minimally invasive procedure for those who suffer from the pain, numbness and weakness associated with this condition. For them and for many others, it was becoming easier to get the specialized care they needed, close to home.

Picture of Health

With the highest level of mammography care and growing awareness in the community about the importance of early detection, the Dr. Laurie Sands and Constellation Brands Breast Imaging Center saw a 12.2 percent increase in mammography exams during 2016. Ultrasound – also located in the Breast Imaging Center – saw an 8.5 percent increase, driving the addition of a second ultrasound machine to accommodate the growing demand. In addition, the Breast Imaging Center celebrated yet another achievement in 2016, with Breast Ultrasound Accreditation from the American College of Radiology.



Having an ImPACT

Local athletes and others at risk for concussions gained access in 2016 to the latest technology in concussion management, introduced in August during a free event Thompson held for athletes, parents and coaches, many from districts that partner with Rehabilitation Services and athletic trainers. Thompson's clinical coordinator for Outpatient Orthopaedic and Sports Physical Therapy and the neurosurgeon who oversees the program discussed ImPACT, the most scientifically validated computerized concussion evaluation system available. It offers both a baseline test—administered prior to the start of a sport season, school year or other activity—as well as a post-injury test, with post-injury results compared to baseline scores or to the norm in assessing the injury so the best treatment can be provided.

Healthy Habits for Life

At an age when many young people start becoming more independent, sixth- through eighth-graders were invited last summer to take part in a new program, Healthy Horizons Day Camp. Held at the Canandaigua Family YMCA, the free, one-day camp drew students from several area school districts and featured wellness coaches, athletic trainers and nutritionists from Thompson who helped them learn about eating well, feeling well and being physically fit, now and in the future.



Laugh and Learn



Combining education with entertainment, Thompson hosted “Harvest of Health” at Finger Lakes Community College in October. Geared toward women, the event featured speakers touching upon the topics area women told Thompson they were most interested in – better sleep, better digestion and better ways to handles stress. In addition, the nearly 150 women enjoyed dinner and a national speaker. Said one woman, “From the displays highlighting all that Thompson offers, to the high-quality speakers and the fantastic fall menu, everything was top-notch.”

Cough. Sneeze. Laugh. LEAK?

With women of all ages dealing with urinary leakage and incontinence, a Thompson educational event called “Cough. Sneeze. Laugh. LEAK?” drew a crowd to Finger Lakes Community College last spring. Featuring a Thompson physical therapist specially trained in pelvic health, the lighthearted event was designed to share information to help women empower themselves, for better health. Similarly, a free hernia screening clinic held in the fall at Thompson invited community members to learn about the importance of early detection and about minimally-invasive procedures using robotic-assisted technology. Following the screenings performed by two surgeons from Thompson’s medical staff, nearly half of the 40 people who attended were found to need follow-up care.



Making Connections

To enhance their communication and life skills, several ninth and 10th-graders from Marcus Whitman became pen pals last summer with nine senior citizens from the M.M. Ewing Continuing Care Center. In addition to exchanging letters with their pen pals for six weeks, the students made decorations for them and baked items for their coffee hours. The intergenerational project concluded with the students meeting the residents during a get-together in the center’s lobby. Said the teacher, “My students were able to practice real life skills and make a new friend at the same time.”



Taking Control

Those who suffer from long-term health concerns or care for someone who does were offered a free, six-week “Living Healthy Workshop” in the fall. Led by Thompson’s community health and wellness manager, the workshop was developed by Stanford University and also available to anyone who wanted to learn how to feel more in control of their own health. During the course of the workshop, participants learned techniques to manage symptoms including anxiety, depression, pain and limitations; problem-solving and decision-making skills; and how to create an “action plan” for a healthier life.



A Milestone Anniversary >

With a champagne toast and a dinner featuring filet mignon and lobster tail, residents of Ferris Hills at West Lake celebrated the independent living community's 15th anniversary last May. And there was even more to celebrate, with occupancy rates at both Ferris Hills and its adjacent, enriched living community of Clark Meadows higher than they had been in a decade.



Embracing Equality >

"Safe Space" decals and "Ally" identification buttons popped up around the health system in early 2016 after 16 Thompson associates went through special training from the University of Rochester on how to provide a welcoming and respectful environment for every associate, patient, resident and visitor, regardless of sexual orientation or gender identity/expression. It was just the latest step in Thompson's being a "Leader in LGBT Healthcare Equality," a designation awarded by the Human Rights Campaign (HRC) Foundation, the educational arm of the country's largest LGBT civil rights organization.



Leading the Way



A little anxiety is natural when patients are headed to an appointment, and many folks are often running a little late to begin with, so a stress-free arrival at their destination is always appreciated. Since they're located in a building not visible from the road, the staff of the Dr. Laurie Sands and Constellation Brands Breast Imaging Center sends maps to all new patients. But some patients needed a little extra guidance, so the associates formed a team, worked with the landlord and created large, colorful banners for the lampposts leading from the road to the entrance.

For Goodness' Sake

On-the-go snacks got a lot healthier within Thompson during 2016, with "Hello Goodness" vending machines placed on the ground floor of the M.M. Ewing Continuing Care Center and in the lobby of the Constellation Center. The machines offer low-calorie, gluten-free, kosher, whole-grain and low-sodium items as well as chilled fruit juices, with proceeds benefiting the Thompson Health Guild. To promote the healthy options, Associate Wellness hid stickers on the backs of some of the items, each worth points to redeem through the health system's CARESCount program available to associates.



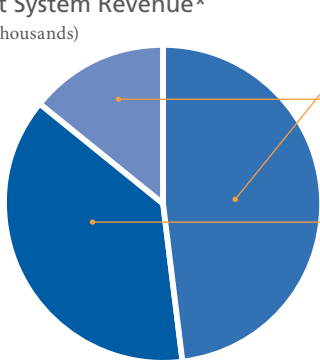
Eyes on Convenience

House calls may be a thing of the past in most places, but for residents of the M.M. Ewing Continuing Care Center, eye care is now available right in the comfort of home. Starting in 2016, an optometrist from a company called SightRite began monthly visits to the CCC. She and a technician use high-tech, portable equipment to perform eye exams, determine if any follow-up care is needed, and even check eyeglasses to see if they need an adjustment. Previously, residents due for an exam needed to be transported outside of the facility, which can be at the mercy of the weather and is not only time-consuming but costly to self-pay residents, or to Medicaid. While some residents choose to continue seeing their own longtime eye doctors and transports can always be arranged, SightRite has proven to be a convenient option for many.



2016 FINANCIAL STATEMENT

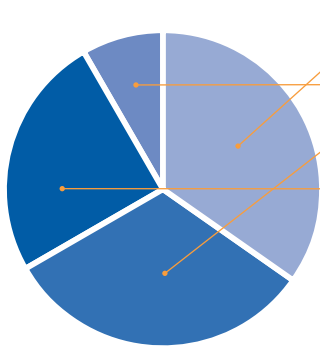
Net System Revenue* (in thousands)



Medicare/Medicaid	\$	70,495
Commercial Insurance	\$	55,350
Miscellaneous	\$	20,592
Total Operating	\$	146,437
Non-Operating Net	\$	\$1,845
TOTAL	\$	148,282

*unaudited data, excluding Foundation

System Operating Expenses* (in thousands)



Routine & Nursing Care	\$	50,736
Other Professionals	\$	46,637
General & Administrative	\$	36,392
Depreciation & Interest	\$	11,733
TOTAL	\$	145,498

*unaudited data, excluding Foundation

KEY FACTS

Hospital

113	Beds
6	Operating Rooms
2	Urgent Care Centers
6	Lab Draw Stations
9	Primary Care Practices

Senior Services

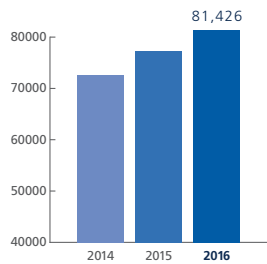
178	Continuing Care Center Beds
46	Brighter Day Participant Slots
84	Ferris Hills Independent Living Apartments
48	Clark Meadows Independent Living Apartments

Physicians and Employees

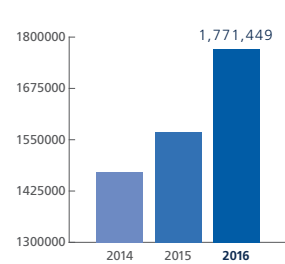
1,540	Associates
524	Medical Staff Members
217	Volunteers

2016 VITAL STATISTICS

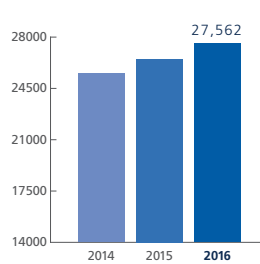
Diagnostic Services Visits



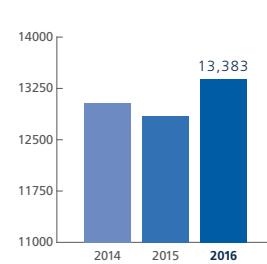
Laboratory Services Tests



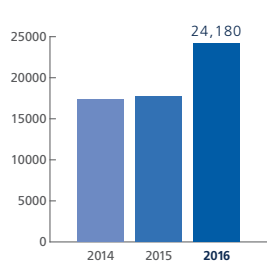
Emergency Visits



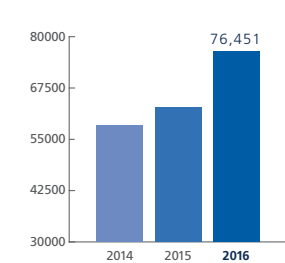
Surgery Services



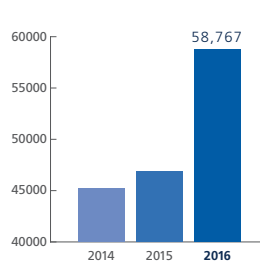
Urgent Care Visits



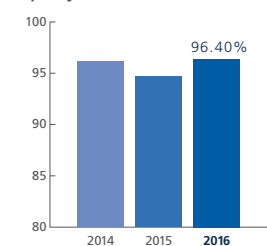
Rehabilitation Services Visits



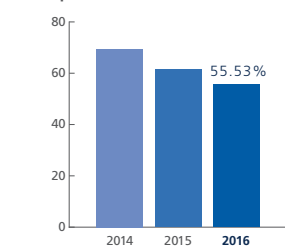
Primary Care Visits



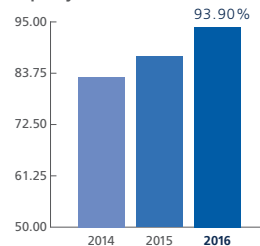
Continuing Care Center Occupancy Rates (in %)



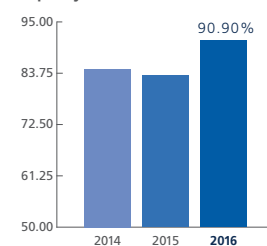
Brighter Day Participant Rates (in %)



Clark Meadows Occupancy Rates (in %)



Ferris Hills Occupancy Rates (in %)



FIRST PRIORITY: PATIENT SAFETY



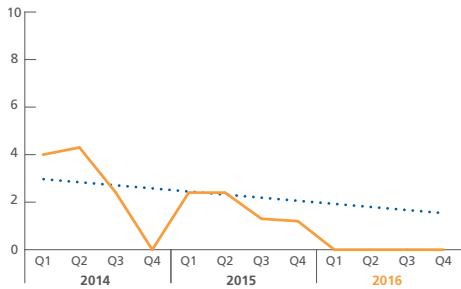
Safety Huddles

Associates gather daily for "safety huddles," quickly going around the table to report issues or events that could affect patients, residents, visitors and/or associates.

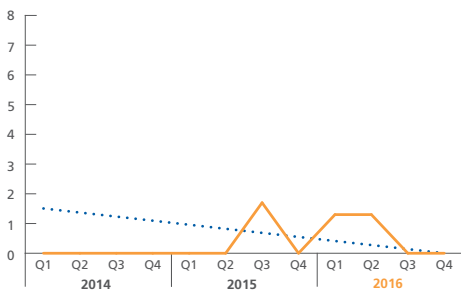
QUALITY INDICATORS

— Linear (F.F. Thompson Hospital) ···· Mean

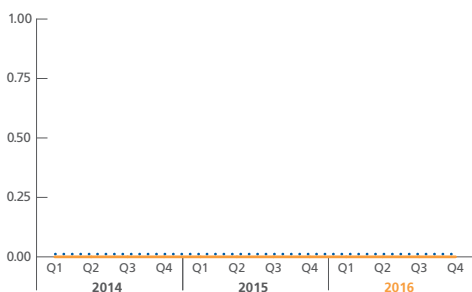
Catheter-Associated Urinary Tract Infections (CAUTI) (per 1,000 Foley Days)



Hospital Central Line Associated Blood Stream Infection (CLABSI per 1,000 Line Days)



Ventilator-Associated Pneumonias per 1,000 Ventilator Days (ICU VAP per 1,000 Ventilator Days)



CORE & STROKE MEASURES

Process of Care (Evidence-Based Medicine)

	2015	2016
STK4 Stroke Care	99%	100%
IV Thrombolytic Therapy started per guidelines if indicated.		
VTE (Blood Clot Prevention)	98%	100%
Appropriate prophylaxis administered to prevent a hospital acquired VTE and appropriate education for patients discharged on an anticoagulant like Coumadin.		
Stroke Care	100%	100%
Inpatient indicators for being a Stroke Designated Center		
Antithrombotic therapy within first two days, smoking session education addressed, blood clot prevention medication for atrial fibrillation; antithrombotic at discharge.		

HOSPITAL QUALITY DESIGNATIONS



F.F. Thompson Hospital is accredited by The Joint Commission



Certificate of Distinction in Management of:
Joint Replacement – Hip
Joint Replacement – Knee



Perinatal Advanced Certification



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