2006
Report to the Community
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.

Actions
speak louder than words. We act in a professional and timely manner.

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

Excellence
Our System is continuously providing outstanding care and exceptional service.

Service
We serve with pride, creating a responsive and healing environment.
This is what our team is all about.
The cover of this annual report is a simple picture that says so much. It speaks to the miracle of life, which Thompson Health professionals are privileged to witness every day.

It shows the power of human connection — the way people instinctively reach out to others, and how much we gain by coming together.

And it says a lot about what we do at Thompson Health. Our health system is growing bigger and more technologically advanced as our community grows and health care evolves. But our mission is the same today as it was when we began a century ago, and I can describe it for you in one simple sentence: We care for people.

From the tiniest babies delivered in our Birthing Center to the seniors who choose the Thompson community as their home — and the thousands of growing families in between — we care for all of them.

“Care” means delivering the highest-quality clinical care, of course. But it means so much more. Care means providing courteous, attentive service to every patient, visitor and family member we meet. Care means anticipating and meeting the medical and wellness needs of the thousands of people who trust their health to us. Care means living up to our responsibilities as a member of the community we serve and as the largest employer in Ontario County. Care means being financially and strategically strong, so that we remain cost-effective and efficient while assuring the best medical outcomes.

It takes a lot of caring people to make these things happen: Thompson Medical Staff, Board members and Associates; our patients, residents and their family members; our volunteers and the people of our community.

Together, we weather the changes of health care and meet all of its challenges. Health care has seen so many evolutions in the last century and there are many more to come. But two things will never change: our purpose and our passion. We care for you!

Linda M. Janczak
President /CEO
Thompson Health
Thompson Hospital becomes designated Stroke Center

When stroke happens, minutes count. The sooner a patient receives needed medical care, the better the chance of saving a life and preventing long-term complications. In 2006, Thompson Hospital made Finger Lakes residents safer from stroke by becoming a designated New York State Stroke Center. This means that if a patient in our area shows signs of stroke, they will be able to receive the most responsive care closer to home at Thompson Hospital.

To earn Stroke Center designation from the New York State Department of Health, the hospital had to demonstrate its ability to provide expert, responsive care to stroke patients at every stage of their treatment, from ambulance transport to hospital care to outpatient rehabilitation.

Educating the community about the risk factors and warning signs of stroke is an important part of being a Stroke Center. Thompson Health hosted a packed community education event in autumn in Canandaigua. It also sponsored a major advertising campaign about stroke. The efforts raised community awareness of this health threat and Thompson’s role as a center of excellence for its treatment.

Hospital recertifies for Magnet designation

Thompson Hospital nurses demonstrated their consistent level of excellence in 2006. The American Nurses Credentialing Center certified Thompson Hospital’s Magnet designation for the third year in a row after Nursing documented its continued adherence to the high standards of the program.
“An important part of our work as a Stroke Center is to educate the community. Knowing the symptoms of stroke can save your life.”

Robert S. Knapp, M.D., Medical Director, F.F. Thompson Hospital Stroke Center

Our stroke team is here for you. A close-knit team of Thompson professionals from many disciplines — emergency medicine, diagnostic imaging, nursing and rehabilitation — work together to support every stroke patient. To earn Stroke Center designation, Thompson professionals from all the departments involved in stroke care worked together over several months to document clinical care protocols and prepare for DOH inspection. Below, Virginia Hebda and Darlene Welsh from F.F. Thompson Hospital’s Nursing staff.
Thompson ends 2006 on positive note

Hospitals and healthcare systems continue to experience significant financial challenges, and Thompson is succeeding thanks to the innovation and dedication of its people.

Thompson faced significant financial issues in 2005 and ended the year at a turning point, with change an imperative. In 2006, Thompson began a long-term initiative to strengthen its financial performance by focusing on business growth, efficiency gains and capital maximization. Thompson Associates from every part of the health system worked together to drive an extraordinary turnaround, culminating in an operational surplus by the end of the year.

Change happened through organized, executive-led initiatives called charters, and through Associate-led improvement projects called Do It Groups, or DIGs, and Just Do It groups, or JDIs. Some 30 charters were underway in 2006 as part of the long-term improvement strategy called Operation Excel. Another 55 DIGs and 314 JDIs initiated by Associates began in 2006.

Revenue cycle management improves

Several departments supported a charter to improve revenue cycle management. One of them was Patient Registration, which increased its focus on accurate intake of patient information and verification of patient insurance information to cut collection costs. The department’s Community Wide Scheduling group increased accuracy of patient insurance information and verified medical necessity of all procedures to improve reimbursement outcomes for the hospital.

Patient Financial Services also contributed to improvement of the system’s financial picture in 2006. Notably, the department demonstrated that Thompson has been treating a higher-than-average number of financially needy people over the past three years. Thompson’s charity care policies were updated in 2006 to accommodate these patients.
“Our Associates’ efforts have been inspiring. Thompson Health has made tremendous progress in its financial goals thanks to them.”

Deborah Weymouth, Thompson Health Chief Financial Officer

They are efficiency experts. A Do It Group, or DIG, supported by physicians and nurses working in the Operating Room achieved significant, ongoing cost savings for Thompson through efficient ordering and stocking of supplies.

Their cost savings and efficiency earned them DIG of the Year. Each of the 55 DIGs initiated by Associates in 2006 offered improvements in clinical or financial performance for Thompson. The 2006 DIG of the Year, whose members are pictured here, improved documentation of patient charges in the Birthing Center while delivering significant productivity gains.

Their laundry project saves thousands. By taking responsibility for the laundering of linens used in the Ferris Hills-Clark Meadows dining rooms rather than using an outside vendor, Associates have created a cost savings of $30,000 a year for Thompson.
Positive changes, one great idea at a time

**Project brightens The Brighter Day**
Through creativity and teamwork, Thompson Associates are making positive changes for our patients and residents every day. Thompson delivers health care in big, life-saving ways — but the countless small ways of showing we care also make a big difference.

The Brighter Day staff listened when participants said they missed interacting with the community, and forged a partnership with local artists to make “Memory Lane” — an interactive environment for safe, enjoyable activity — come to life. It’s a great addition to The Brighter Day — and just what participants needed.

**Breast Health Navigation program responds to patient needs**
The old saying, “There’s strength in numbers,” is especially true when it comes to Thompson’s Breast Health Navigation service, which expanded in 2006. The program offers support and information to breast cancer patients, and Thompson has added several more Associates as navigators to accommodate patient demand for the program. Each breast cancer patient, at every stage of treatment, can receive one-on-one counseling from Associates who work throughout the continuum of breast health care. Our navigators work in different departments and work as a “virtual” team using an interactive database created by Thompson’s Information Systems department. The database enables them to share information efficiently to better serve patients.

**Thompson brings sports safety to local schools**
When it comes to getting the word out about good health, Athletic Trainers from Thompson Health’s Sports Medicine Department really go the distance: when they’re not at Thompson providing physical therapy and post-surgical rehab services, they’re out in the community teaching clinics on sports fitness and conditioning — and they’re even in local schools, helping student athletes stay safe and healthy. The department contracts with most local schools to provide Athletic Trainers, who are certified in first aid and CPR, to cover the games. Athletic Trainers also have office hours in schools to be athletic “advisers” to help athletes prevent injuries, and to ensure that they receive proper care when problems arise. In 2006, Thompson Athletic Trainers served nine local schools and provided approximately 1,800 hours of athletic training services, including office hours and game coverage.

**Patient satisfaction scores surpass national benchmark**
In 2006 Thompson Health again exceeded national benchmarks for patient satisfaction among providers our size in all of service areas: inpatient and outpatient hospital care, family medical practices and senior residences.
“Our participants said they missed being out in the community. So we brought the community to them.”
Susan Wilber, Manager, Clark Meadows and The Brighter Day

**A great day for a walk.** Volunteers and Brighter Day staff designed Memory Lane to be useful as well as beautiful. Participants now have an inviting place to walk, and because the space offers lots of interesting things to admire and touch, it helps walkers look upward to maintain safe posture.

**No detail is too small.** Thoughtful design surprises like painted butterflies make the “street” more tactile and engaging for clients with physical disabilities and dementia.

**Their talents bring joy to others.** Members of an artists’ group, Finger Lakes Decorative Painters, helped The Brighter Day make magic. Some of the painters have family members who are clients of The Brighter Day. Thanks to the donated talents of the painters and Brighter Day staff — and clever use of recycled and donated materials — the cost of the project was just $200.
Radiologists join Thompson Health
In 2006, radiologists from the University of Rochester Medical Center began providing imaging/interventional radiology services at the Polisseni Family Diagnostic Imaging Center. The addition of these physicians meant growth in the variety of services offered by Thompson Health and increased usage of the DI suite. New procedures include uterine artery embolization, varicose vein ablation, sclerotherapy for spider veins; and ambulatory phlebectomy.

Laboratory volumes, efficiency increase
The Laboratory in Thompson Hospital processes tests for the hospital as well as doctor’s offices and clinics. In June 2006 it expanded its microbiology suite and the area where specimens from non-hospital customers enter for processing. The Laboratory performed 707,000 tests in 2006 — 23,000 more than in 2005 and 120,000 more than in 2004.

“Smart” IV pumps for patient safety
Thanks to the generosity of community civic groups and individual donors, Thompson Health purchased several “smart” IV pumps that automate many steps that used to be manually programmed, reducing the chance of medication errors for improved patient safety.

New QI program improves Associate recognition, quality efforts
A new Web-based system called CAREScount has automated many quality improvement processes. As a result, monthly coworker recognition has increased nearly 170% over the prior year; Associate quality initiatives have increased as well, while time to administer the program has decreased.

Bar codes save countless hours. Bar code technology reduces keystroking of patient information, paperwork and the need for manual crosschecks of records and specimens. Multiply the minutes saved by the thousands of procedures performed a year, and consider the productivity improvements.

New devices capture patient info instantly.
In 2006, F.F. Thompson Hospital acquired 18 portable, point-of-care devices that gather patient vital signs instantly and wirelessly send them to the patient’s computerized file. The addition of these devices enhances our excellent care.
“With this technology, we can offer patients greater safety and faster results with less downtime than surgery.”

David E. Lee, M.D., Chief of Diagnostic Imaging at Thompson Hospital

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**Expanded services answer community's need.** Dr. Lee, top, with a patient in our state-of-the-art interventional radiology suite. In 2006 Thompson added several new breakthrough medical procedures to our roster of services.

**Lab redesign boosts productivity.** The redesigned, open workspace in Thompson Hospital’s Laboratory enables technicians to move easily and quickly from one machine to another for maximum efficiency.

**Leading the way in ED care.** F.F. Thompson Hospital’s Emergency Department is the first ED in the Finger Lakes region to acquire a portable ultrasound machine, which enables physicians to bring diagnostic equipment to patient bedsides for faster diagnosis and treatment.
Biography project celebrates residents’ lives
Thompson Health Associates never stop trying to do more for their patients and residents. In 2006, Associates in The Gardens avenue at the M.M. Ewing Continuing Care Center helped family members create “biography boxes” outside residents’ rooms. The biography project also benefited The Brighter Day, where participants’ stories are housed in albums. These biographies give all who see them an appreciation of our residents’ lives.

Handwashing program teaches kids, adults disease prevention
Thompson’s handwashing program, first presented in 2004, proved so popular that the Canandaigua school system asked us to repeat it in 2006. Thompson expanded the program’s reach by taking the handwashing message to the entire community. Thompson sponsored a presentation of the program at Canandaigua City Hall, and the City Council demonstrated its support of the initiative by issuing a “handwashing proclamation.”

Team approach benefits emergency planning
Thompson strengthened ties with other organizations for emergency preparedness in 2006. It hosted Eastern Regional Emergency Preparedness Committee meetings for emergency planning; conducted disaster drills within Thompson Health and with local and regional entities; partnered with the Canandaigua Fire Department and trained firefighters in health care HAZMAT procedures; and partnered with the Canandaigua Veterans Administration to use their HAZMAT equipment as an emergency backup.

Thompson Facilitated Enrollment helps thousands
Helping the uninsured get access to preventive health care in an ongoing priority for Thompson Health. Our Facilitated Enrollment program enrolled some 1,140 uninsured children and adults in state-sponsored health plans in 2006, received continued grant funding through 2007, and expanded enrollment sites to Lyons, Palmyra, and Canandaigua Churches in Action.

Web site eases patient transfers
Thompson Health Associates have created a Web site for skilled nursing facilities, adult homes and assisted living facilities to log in their vacancies on a daily basis. The goal is to improve advocacy for patients and residents by enabling facilities to share up-to-date information on available resources. The Web site is expected to increase efficiency of the placement process, increase nursing facility occupancy and reduce hospital length of stay.
“These biographies are a way to honor residents’ lives when they can no longer share their stories themselves.”

Juli Carver, Social Worker, M.M. Ewing Continuing Care Center

Honing lives helps dementia patients. Elizabeth (Betty) White, with her sons Roy and Lee and social worker Juli Carver, in front of her biography and memory box on The Gardens avenue of the Continuing Care Center. The Gardens is home to those with dementia. The biographies help family members and visitors support residents’ remembrances to encourage conversation, socialization and reassurance.

School tours help kids stay healthy. Good habits start early; Thompson Health offered school tours and informative clinics to more than 400 schoolchildren on a range of topics in 2006, including nutrition, fitness and safety.
2006 Financial Statement

### 2006 System Net Revenues and Operating Expenses

**Net System Revenues** *(in thousands)*

- Medicare/Medicaid: $26,739 (50%)
- Insurance/Managed Care: $43,801 (30%)
- Miscellaneous: $17,648 (20%)
- **Total Operating**: $88,188

**Non-Operating, Net**: $2,727

**Total**: $90,915

*Unaudited data*

### 2006 Statistics

#### Diagnostic Services *(in thousands)*

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#### Emergency Department Visits *(in thousands)*

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<tr>
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#### Laboratory Service Units *(in thousands)*

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#### Surgical Services *(in thousands)*

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#### Continuing Care Center Occupancy Rate

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<tbody>
<tr>
<td>Rate</td>
<td>90%</td>
<td>92%</td>
<td>98%</td>
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#### Brighter Day Occupancy Rate

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<tbody>
<tr>
<td>Rate</td>
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<td>80%</td>
<td>95%</td>
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#### Senior Community: Enriched Living Occupancy Rate

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<tr>
<td>Rate</td>
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#### Senior Community: Independent Living Occupancy Rate

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<tbody>
<tr>
<td>Rate</td>
<td>75%</td>
<td>80%</td>
<td>95%</td>
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Welcoming our nation’s leader

“The President’s coming!”

Those words sent Associates across the health system into action; it isn’t every day that the President of the United States drops in for a visit. On March 14, 2006, Thompson was honored with a visit from President George W. Bush. His trip to Ferris Hills at West Lake to raise awareness of Medicare Part D was an extraordinary moment in Thompson history. Thompson had only a few days to prepare for the President’s visit, but thanks to the dedication of Associates who consistently keep facilities in top shape, we were well prepared. Thompson was chosen to host the President not only because Ferris Hills is a quality senior community, but also because Thompson played an early, active role in helping share information with seniors about Medicare Part D prescription drug coverage. It’s been more than a year since the visit, but Thompson continues to demonstrate its leadership in quality health care and education.

An autograph, and a spot on the president’s panel.
President Bush’s visit was especially memorable for Susan Wilber, Manager of The Brighter Day and Clark Meadows, who got his autograph after representing Thompson in a televised panel discussion, led by the president, on Medicare Part D at Canandaigua Academy.

A once-in-a-lifetime “houseguest.” Residents of Ferris Hills never expected to host a sitting president when they moved in, but that’s just what happened when President Bush stopped by to discuss Medicare Part D.

Going the extra mile to make a great impression.
Ellen True, Manager of Thompson’s Sleep Disorders Center and owner of a local flower business, braved the cold to help prepare Ferris Hills for the president’s arrival. Under the watchful eye of the Secret Service, she spent many hours before Bush’s visit “planting” a crop of faux tulips to brighten the wintry landscape.
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Jim Doran retired from Thompson Health in 2006 after 35 years of service as a board member and Associate. He wore many “hats” over the years, including Chairman of the Board for F.F. Thompson Hospital, President and CEO of FFTH Properties, leader of the Thompson Foundation and Chief Financial Officer of Thompson Health. Jim’s dedication and drive were instrumental in Thompson Health’s growth; he oversaw expansion of the M.M. Ewing Continuing Care Center, the creation of Ferris Hills at West Lake, construction of the Sands Cancer Center/physicians’ office building, and expansion of the Emergency Department and Polisseni Family Diagnostic Imaging Center. Thank you, Jim, for your friendship and service; your work has greatly benefited Thompson and our entire community.

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- Sharon Pepper
- Carl Sahler, MD
- Jaconna Tiller
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System and Medical Staff Leaders

System Leaders

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Medical Director of Sleep Disorders Center
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Olle Jane Sahler, MD
Medical Director of Integrated Complementary Medicine
Raymond Thomas, MD
Medical Director of Ambulatory Procedures Center
Andrew Vierhile, MD
Medical Director of Anesthesiology
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**Thompson Health**
Thompson Health is dedicated to providing an integrated health care system, comprised of affiliated health related corporations, to promote and support the health and well-being of the community.

**F.F. Thompson Hospital, Inc.**
F. F. Thompson Hospital, Inc. is a community hospital which exists to serve the health care needs of the people in partnership with regional health care providers. F.F. Thompson Hospital serves as the center of a health care network to provide a full range of health care 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. (a combination of FLCCN & Properties)**
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.

**Ontario County Advanced Life Support, Inc. (OCALS)**
Ontario County Advanced Life Support, Inc. (OCALS) renders basic and advanced life support and pre-hospital services in conjunction with other emergency medical service (EMS) agencies. The organization is dedicated to the provision and support of the regional EMS system to relieve suffering of the sick and injured and to promote safety.
Your First Choice — Providing the Best in Health and Healing

First Choice
Leading in exceptional quality and unprecedented service
  Envisioning the future through innovation
  People think of Thompson Health first
  Positive, comfortable, and trusted environment

Providing
Mobilizing and aligning care and service
  Securing and protecting a safe health care environment
  The foundation for lifelong health care

Best
Demonstrating extraordinary performance
  Exceeding expectations
  Advancing excellence and technology

Health
A state of positive well-being of mind, body and spirit

Healing
Moving towards an optimal level of health of mind, body and spirit
  Disease management
  Personalized, caring approach
  Highest level of well-being
“From the tiniest babies delivered in our Birthing Center to the seniors who choose the Thompson community as their home — and the thousands of growing families in between — we care for all of them.”

Linda M. Janczak, President/CEO Thompson Health

One of our youngest patients: Chloe, who was born in Thompson Hospital’s Birthing Center, in the loving hands of her grandmother.

**Advanced Technology. Exceptional Care.**

A New York State Designated Stroke Center

F.F. Thompson Hospital has achieved Magnet designation for nursing excellence from the American Nurses Credentialing Center.

Recipient of the Governor’s Award for Excellence by the Empire State Advantage organization.