

Despite Well-Publicized Problems

Massena Hospital Ends With Profit

Considering several problems publicized about Massena Memorial Hospital over the past 12 months, it is all too easy to lose sight of the progress made by the hospital during the past year.

For a variety of reasons, Massena Memorial Hospital finished its 1984 fiscal year "in the red." After having enjoyed a profit in all of the hospitals in New York State who lost money — not in 1984 only — but every year for the past several years!

One of the first items of business on the hospital administration's agenda at the start of 1985, therefore, was to put the hospital on the road to financial recovery. In "tightening its belt," the hospital terminated a contract with a respiratory therapy services company in March, and replaced it with an in-house department.

As a result, the hospital expected to realize an annual savings of approximately \$28,000. This action increased the in-house coverage of the department, also, from 12 to 16 hours per day, and upgraded the expertise of the personnel of that department significantly. In June 1985, the hospital took further action by terminating a contract with a food service company, replacing it with an in-house Nutrition Services Department, expecting to realize a savings of approximately \$28,000. At the same time, the hospital upgraded its nutrition support services by hiring the first full-time dietitian the facility has had in over a decade.

In a series of moves, the hospital reduced its full-time-equivalent employees by between 35 and 40. This reduction was the first "layoff" in the hospital's history,

and was accomplished without a work slowdown, and without affecting the quality of patient care. Through December 1985, the overall hospital operating expenses were down by 7.6 percent from the previous year, despite major cost increases in areas such as skyrocketing insurance rates, legislation requiring that the hospital purchase malpractice insurance for physicians if requested, and orthopedics.

Survival and growth issues are also paramount in the future of Massena Memorial Hospital, and it is the hospital administration's belief that the hospital has made significant progress in this direction.

A rather unique donation plan was developed that resulted in tens of thousands of dollars being donated to the hospital by generous concerned area residents, clubs, businesses, and organizations, for the purchase of unbudgeted equipment.

The hospital became a participant in the Central New York Emergency Medical Services Program, and is now preparing to sponsor advanced training for Rescue Squad members. Four Certificates of Need (two for bed decertification, one for Ambulatory Surgery, and one for the first phase of Operating Room renovations) were submitted to the New York State Health Department, approval of which is important to the hospital's future.

During the past year, the hospital administration developed the first long-range program development plan for the hospital to provide direction to the hospital for the next several years. This plan was presented to the Board of

Managers and to the town board as a blueprint for recovery. An orientation for new services and new streams of income to the hospital was developed, and thus far, has realized the development of outpatient diet counseling, holler monitor interpretation services, alcoholism counseling space for the County, and the first occupational medicine proposal for the Village. Most recently, the hospital has supported a feasibility study being conducted at the request of the Massena-Louisville Chemical People, for a proposed Inpatient Adolescent Substance Abuse Program in Massena.

A new anesthesiologist, urologist, emergency department director and otolaryngologist (Ear, Nose, Throat specialist), have joined the hospital's medical staff. Additionally, the Physician Recruitment Committee is actively pursuing further recruitment of family practice, O.B./Gyn and pediatrics physicians, as well as general surgeons. Successful recruitment of such physicians should improve the hospital's financial situation significantly.

Employees joined together in November and December 1985 in organizing special events to take place periodically throughout 1986, with the proceeds being used as donations to the hospital for the purchase of needed equipment and supplies.

In looking back at 1985, while it was a very difficult year, a great deal of knowledge and understanding has been gained, a cohesiveness among the staff and pride in the institution have been strengthened, and the proverbial light at the end of the tunnel grows brighter daily!

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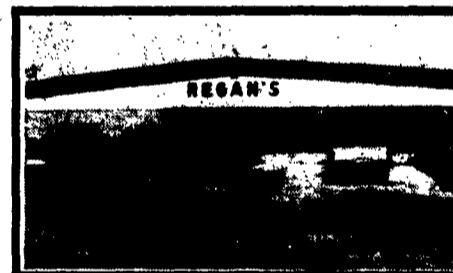
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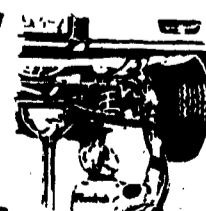
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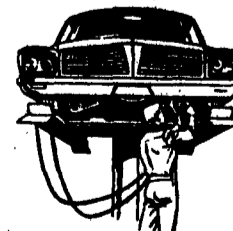


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