



Finger Lakes Health Systems Agency

FLHSA 2020 Commission Recommendations

June 30, 2008

Goals of the Process

- Maintain three successful health care systems in Monroe County
- Modernize the hospitals by updating facilities to contemporary standards
- Facilitate affordable expansion or contraction of existing capacity based on future patient demand
- Support the development of a rational, viable, sustainable and culturally sensitive multi-county health services delivery system
- Ensure that all residents have access to quality, culturally competent care

Three Types of Recommendations

- System Investment Recommendations address the pending Certificate of Need Applications
- Community Investment Recommendations address the establishment of collaborative initiatives on community-wide issues
- Finger Lakes Health Systems Agency Recommendations guide the FLHSA in the development of processes and infrastructure to facilitate progress toward achieving the goals of the Community Investment Recommendations

System Investment Recommendations

- Three dimensions of analysis:
 - Current and estimated future bed need to address the Code Red situation in the community;
 - The need for expanded capacity for tertiary and quaternary care for patients from beyond the immediate community; and,
 - The need to modernize the aging physical facilities of the hospital providers.
- The recommendations also provide a mechanism to adjust the licensed bed capacity in the future in response to demonstrated need and participation in the Community Investment Recommendations

Unity Health System Recommendations

- 35 incremental licensed medical/surgical beds, consisting of 22 medical/surgical beds and 13 ICU/CCU beds.
- Approve renovation of 189 existing medical/surgical beds.
- Approve renovation of the ancillary, support and public spaces

URMC/Strong Memorial Hospital Recommendations

- Approve the PRISM project consisting of 56 additional licensed medical/surgical beds, relocation of 56 pediatric beds into new space, and new space for diagnostic and interventional imaging sciences and support services
- Approve expedited approval of 15 beds to help address the “Code Red” situation in the short term.
- Approve the renovation of the vacated pediatric space to accommodate up to 52 modernized beds

ViaHealth Recommendations

- Approve re-establishment of 34 licensed medical/surgical beds
- Approve construction of new 144 bed, 6 floor bed tower to include new ambulatory services space
- Approve renovation of existing rooms in the current facility

Community Investment Recommendations

- Hospitals, payers and other community stakeholders, represented by senior management, will demonstrate commitment to the processes and programs developed in response to these recommendations
- Resources will be obtained commensurate with the scope of the initiatives related to these recommendations to ensure their long-term success
- Community stakeholders will engage collaboratively to address community-wide issues

Community Investment Recommendations

- Development of regional integrated approaches to sustain and improve the adequacy of and access to health care services for the communities in Monroe County and the Finger Lakes region
 - “West Side” strategy involving an affiliation between Unity and Lakeside Health Systems
 - URMC leadership to develop strategies to train and retain primary care providers and specialty physicians and to disseminate best practices and technology to hospital providers in the region
 - Pursuit of further affiliations among the health systems in both the south and eastern areas of the Finger Lakes region using the Via Health System/Newark-Wayne Hospital affiliation as a model.

FLHSA Recommendations

- FLHSA will assume responsibility for convening the stakeholders to address the Community Investment Recommendations
- FLHSA will develop processes for collecting and analyzing data, planning, implementing, measuring success and reporting to the community
- FLSHA is directed to develop funding sources for the establishment and long term success of initiatives

Impact of the Recommendations

- 140 incremental beds
- Over 750 modernized beds at the three facilities
- Modernized diagnostic and treatment facilities at the three facilities.
- A reduction of 138 incremental beds from the initial combined request of 278 incremental beds
- Investment in community-based initiatives that contribute to resolving issues of access to the right care in the right place at the right time
- A mechanism to make timely adjustments to inpatient capacity based on future need and community investment



Finger Lakes Health Systems Agency

The triangle represents our agency's role as a fulcrum—the point on which a lever pivots—boosting the community's health by leveraging the strengths of all stakeholders. The fulcrum is also a point of equilibrium, reflecting our ability to balance the needs of consumers, providers and payers on complex health matters. The inner triangle also evokes the Greek letter delta—used in medical and mathematical contexts to represent change—with a forward lean as we work with our community to achieve positive changes in health care.

Give me a lever long enough and a fulcrum on which to place it,
and I shall move the world. —Archimedes

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