





The Westchester Medical Center Health Network is the Hudson River Valley’s pre-eminent provider of healthcare. We know that building the workforce of the future requires vision, innovation, dedication and excellence. That is why our new, comprehensive partnership with New York Medical College (NYMC) is so important.

This affiliation revolutionizes healthcare education in the region. It also affirms our deep commitment to undergraduate and graduate medical education – and to attracting the best and brightest medical students, residents and fellows. In addition, it builds upon each institution’s history of clinical and scholastic leadership.

The May 2017 agreement memorializes progressive principles of medical education and our core mission of continuing the development of a coordinated healthcare delivery network, supported by biomedical, clinical, translational and public health research.

The pact already has yielded immense benefits. It has strengthened WMC and NYMC’s partnership in recruitment, enhanced and updated educational infrastructure, and fortified the educational program with improved physical space for residents, increased opportunities for faculty development and student didactic training, institutional support for physician and resident participation in research, and expanded use of simulations in undergraduate and graduate curriculums. WMCHealth also has assumed responsibility for managing graduate medical-education training programs.

As an academic medical center, Westchester Medical Center and the WMCHealth Network, now and for future generations, will serve as a foundation for the lifelong interdisciplinary and interprofessional learning process of medicine and allied health specialties.

We wish you the best during the interview process and thank you for dedicating your career to healthcare.

Sincerely,

Michael D. Israel  
President and CEO  
Westchester Medical Center Health Network

## *History*



In 1918, the United States government took over Westchester County-owned buildings on the Grasslands Reservation to serve as a U.S. Army Hospital during World War I, for a time treating troops who were the victims of the Spanish Influenza epidemic.



In 1920, the U.S. Army turned the equipped hospital over to Westchester County government, which named the facility Grasslands Hospital.



In the 1920s and '30s, when tuberculosis was rampant, one entire building on the campus was devoted to treating adults with TB, while another, called Sunshine Cottage, was devoted to treating the children who fell victim to this scourge.

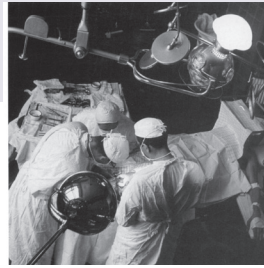


## Introduction

Today WMCHHealth is the leading provider of healthcare in the Hudson Valley, a 6,200-square-mile region that is home to nearly 3 million people. From its beginning as an Army hospital in the early part of the 20th century, the organization has played a critical role in the healthcare fabric first of Westchester County and, over time, expanding further in its geographic, demographic and clinical reach, and evolving from a founding hospital, to a safety-net hospital, to the region's advanced care resource, to today's connected network of care. WMCHHealth continues to grow and innovate to meet the most important health care needs of those it serves.



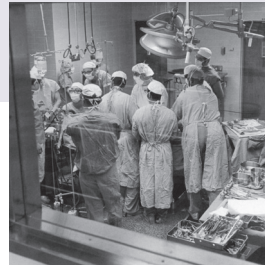
In the 1930s and '40s, Grasslands Hospital became a center for treating victims of other daunting medical illnesses, such as polio, scarlet fever and diphtheria.



In the 1950s, the hospital began its transformation into a major medical institution, with the introduction of specialized medical programs in emergency medicine, surgery, cancer and cardiac services.



In the 1960s, Westchester County created the Department of Hospitals and voters approved construction of the modern Medical Center.



In 1976, the hospital affiliated with New York Medical College, establishing a partnership that would foster academic research and help attract some of the best physicians in the nation.



In 1977, Grasslands Hospital was closed to make room for its modern cousin, Westchester County Medical Center, the newly built regional academic medical center.

# 10 Years of Progress 2005–2015

The past decade brought about sweeping changes in the healthcare industry in general, and at Westchester Medical Center and WMCHealth in particular. Facing significant financial challenges in the early part of the last decade, significant human, financial and technological resources were put in place with a focus on financial stability, commitment to quality and investing back in the organization. Of note:

## Financial Stability

- 10 consecutive years of profitable operations
- Credit rating: Investment-grade and stable outlook
- WMC no longer receives any extraordinary external support (2010)
- 2010 refinanced debt; Westchester County no longer involved
- Met federal meaningful use Stage 1 and Stage 2 requirements

## Quality of Care

- Successful DNV and CMS Surveys
- *US News and World Report* – WMC high performing in nine specialties; Maria Fareri Children’s Hospital nationally ranked in two pediatric specialties.
- ACoS Accreditation for Adult and Pediatric Trauma
- Cancer Center – Commission on Cancer Accreditation with Commendation (only 50% of applying programs are accredited)
- Joint Commission Special Certification for Mechanical Circulatory Support devices as “Destination Therapy”
- 5-star rating from Healthgrades for Bariatrics and Cardiovascular services
- Top 10% of U.S. hospitals for cardiac surgery
- AHA Triple Performance Award
- FACT Accreditation for Adult and Pediatric Bone Marrow Transplant
- Medicare Accreditation for Heart Transplant Program
- Second largest Adult Heart Transplant Program in New York
- Established “Medical Home for Adult & Pediatrics”
- Designated by AETNA as a Center of Excellence in Heart Transplants

## Capital Investments and Increased Services

\$500 million invested in organization for:

### Expansion

- Hybrid OR and TAVR
- New infusion center
- 18-bed expansion of Maria Fareri Children’s Hospital including new 9-bed unit
- Neonatal Intensive Care Unit expanded to 49 beds
- New Medical ICU
- Emergency Department expansion – adult and pediatrics
- New EP Labs
- 2nd Neuro Interventional Lab
- New Clinical Decision Unit
- New daVinci xi Robot at MHRH (3rd in the U.S.)
- O Arm
- Expanded Neuro Intensive Care Unit to 16 beds
- New Ronald McDonald House building

### Renovations and Improvements

- Renovation of all Main Hospital inpatient units (ongoing)
- Complete renovation of Radiology/ Vascular Interventional Radiology
- Renovated adult operating room suite
- L&D Renovation
- All major systems and infrastructure upgraded
- Over 30 new IT systems



## Our Mission

Our vital mission is to provide the highest-quality care for all residents of the Hudson Valley regardless of ability to pay. We will build on our long tradition of delivering the most advanced services in the region by providing a network that ensures access to a coordinated continuum of care for our community. Home to the region's only academic medical center, we are committed to educating the next generation of caregivers for the Hudson Valley and integrating research to advance treatment, expand knowledge, and improve lives.

## Our Vision

Our vision is to be the provider of choice for Hudson Valley residents by establishing a system of care with multiple points of access to ensure availability of care close to home. We will leverage our unique strength as an academic medical center to provide the highest quality, patient-centered care in a respectful and compassionate environment and lead the transformation of health care in the Hudson Valley to continuously respond to the needs of our community.

## Our Values (VITAL)

Grounded in our Standards of Behavior, and representing both who we are and to what we aspire, are our organizational values:

# V

### Value

*Everyone*

We value and respect each other, our patients and their families and the members of the larger community we serve. We are committed to treating everyone with dignity and compassion—the way they would like to be treated. We take personal pride in our work, our organization and recognize our vital role in the community..

*Standards:*  
*Diversity & Inclusion,*  
*Pride, Respect*

# I

### Integrity

*Proud to Be WMC*

Our actions reflect our values. We communicate with transparency and behave ethically in all we do. We provide the highest level of care and service across the spectrum, from wellness programs to lifesaving medical treatment, regardless of ability to pay.

*Standards:*  
*Excellence, Service*

# T

### Transformation & Innovation

*Anything is Possible*

We strive to advance excellence, always innovating and improving our services, technology, clinical research and processes. We are continuously evaluating performance, encouraging new ideas and diverse perspectives, and exceeding the expectations of those we serve. It is through teamwork and individual responsibility that we achieve, combining expertise and empathy to change lives, create possibilities and bring hope.

*Standards:*  
*Excellence, Service*

# A

### Accountability

*It's Up to Me*

We perform our services with honesty and sensitivity, abiding by ethical work practices. We are fiscally responsible, committed to quality services, outcomes and measures. We work effectively to achieve individual and collective goals. We foster an environment that is patient-centered, family-focused and supports employee engagement, service excellence and patient safety.

*Standards:*  
*Excellence, Teamwork*

# L

### Leadership & Learning

*Advancing Health*

As leaders in our field, we are committed to advancing health in our region and our organization through excellent clinical care and service, research, and education. We embrace learning and are role models for creating an environment where everyone is inspired to do their best work and take initiative. We recognize everyone's contributions and accomplishments.

*Standards:*  
*Communication,*  
*Diversity & Inclusion,*  
*Employee Initiative*

## Key market drivers shaping WMC's strategy

WMC's success in this emerging environment is contingent upon developing a true system of care within the Hudson Valley that integrates and coordinates patient services across the continuum, from preventive and primary care to the most complex procedures and advanced treatments delivered by specialists. The first step in the development of this system was the 2014 acquisition of Saint Francis Hospital and its integration as the new MidHudson Regional Hospital of WMC. Over the course of the next five years, WMC will continue to develop and optimize other system components critical to its evolution, including: a robust physician network of primary care physicians and specialists; a strong network of community providers throughout the Hudson Valley; robust outpatient services and access sites; a network of continuing care providers; world-class information technology and analytics; and a renewed emphasis on growth and improvement in WMC's medical education programs and research initiatives linked to its newly evolving clinical enterprise.

Key market drivers shaping WMC's strategy:



### Rapid Regional Consolidation

Rapid regional consolidation of both hospitals and physicians, largely driven by the entrance of New York City-based systems into the Hudson Valley.



### Payment Reform

Transition from fee-for-service to value-based payment.



### Medicaid Delivery System Reform Incentive Program

Medicaid is driving payment and delivery system change; providing opportunities for hospitals to access transformation capital to support the development of a regional model of care delivery.

# Developing a Hudson Valley System of Care

At its roots is Westchester Medical Center's (WMC) commitment to serving the healthcare needs of all Hudson Valley residents, regardless of their ability to pay. With its roots dating back to the early part of the 20th century, for nearly 40 years, WMC has served as the region's tertiary and quaternary care referral center, providing high-quality advanced health services and treating the region's most complex clinical cases. As the Hudson Valley's only academic medical center, WMC is the primary training ground for the next generation of physicians, and a leader in conducting cutting-edge research that brings new life-saving treatments to the children and adults of the region.

The environment within which WMC operates is rapidly shifting. Galvanizing forces impacting WMC's structure and operations include: changing economics driven by the Affordable Care Act (ACA) and the New York State Medicaid program; market consolidation in New York City and the Hudson Valley; a growing, diversifying and aging patient population across the region; fiscal pressures in clinical, academic, and research enterprises; advances in the delivery of healthcare services; and payers' increasing focus on new payment models based on higher quality care at lower cost.



## Workforce Training & GME

WMC and New York Medical College have an opportunity to enter into a new academic affiliation agreement to improve workforce training at WMC.



## Transitions of Care & Post Acute

Pressure by payers and patients for improved transitions of care. Changing demographics and an aging population emphasize need for coordination across a broader continuum of care.



## Inpatient → Outpatient

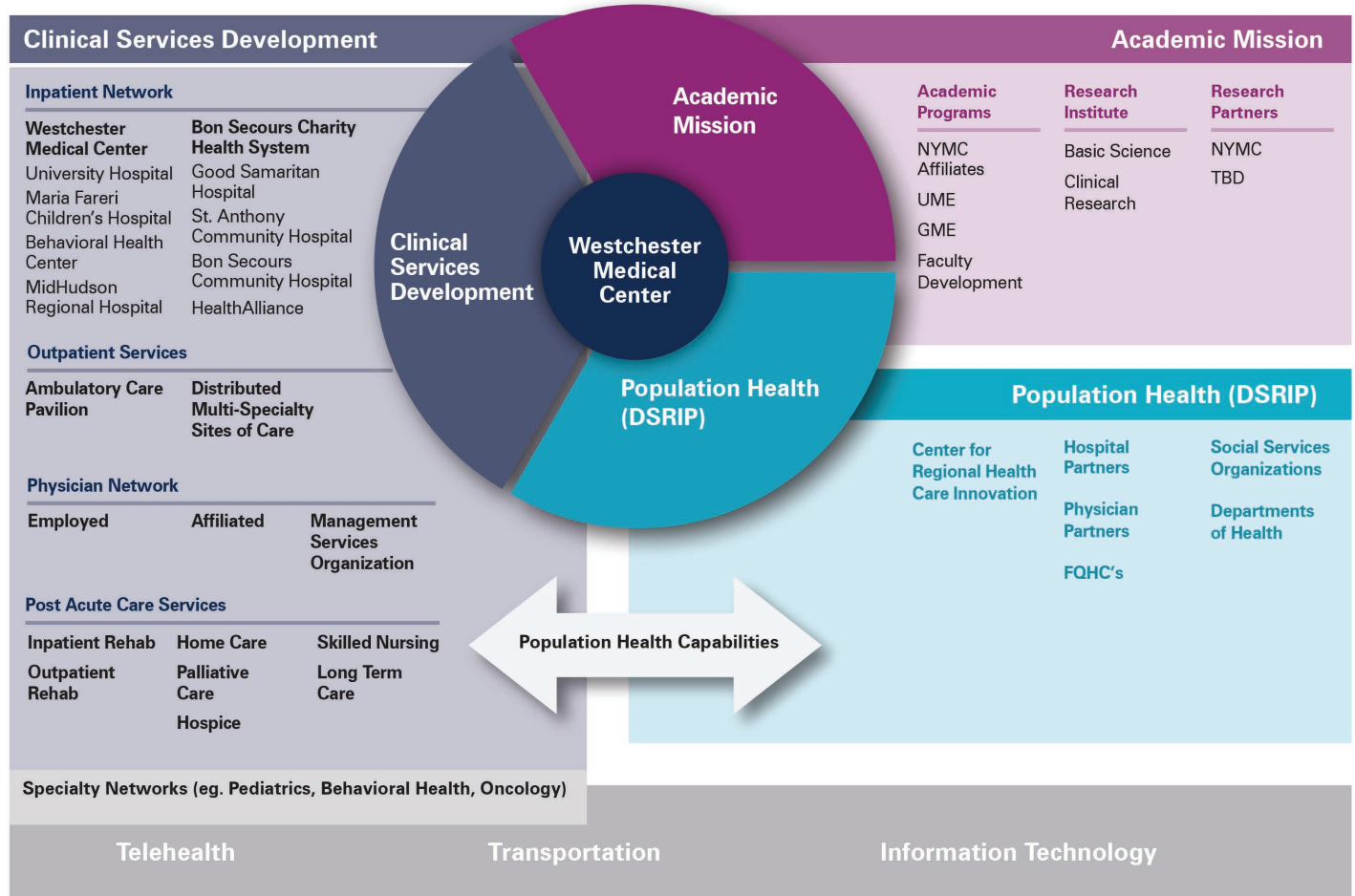
Shift in care from inpatient to lower-cost outpatient settings.



# WMC's Five-Year Strategic Goals

The WMC 2020 Strategic Plan is structured around three primary goals, supported by eight enabling strategies that will chart the course of this organization across the next five years. These goals and strategies will guide the evolution of WMC to meet the needs of the Hudson Valley while developing and catalyzing innovations to improve the quality of care and health outcomes throughout the region. WMC's Strategic Plan outlines the building blocks of a forward-looking strategy that seeks to advance coordination and efficiency while expanding the organization's clinical and academic reach to better serve the region.

## Vision for a Hudson Valley System of Care





## *Goal 1: Develop a Hudson Valley System of Care*

WMC will lead the development of a regional, advanced system of care in the Hudson Valley that integrates world-class tertiary and quaternary care services with a robust network of outpatient primary care and specialty care services available close to home. WMC intends to build the system with a network of tightly aligned partners committed to a patient-centric approach to care delivery.

This system of care will enable WMC to achieve maximum efficiency for administrative, overhead and supply costs; develop new revenue streams from nontraditional services; manage the full continuum of care; support clinical operations effectiveness and improved care quality; and transition to value-based payment models.

### **Enabling Strategies**

#### **Continue to seek new relationships with community hospitals**

WMC will develop true partnerships, through various affiliation and alignment models, that put the needs of the patient at the center and provide WMC with the breadth to deliver care throughout the region. A system approach will help the organization both diversify and expand its service offerings, extending the reach of its world-class tertiary and quaternary clinical care into settings closer to where patients reside and supporting new resources for teaching and research. Alignment with key community hospitals will also support a platform to enhance providers' ability to communicate and coordinate care and reduce wasteful fragmentation

#### **Strengthen alignment with leading physician groups and evolve our employed physician groups**

A strong physician network will be the foundation for WMC's ability to execute a true system strategy. Improved alignment between WMC and its physician partners will be essential to changing the way care is delivered, enhancing patient and physician satisfaction and improving quality, outcomes, value and access to care. To meet the needs of the developing system, WMC must focus on both evolving the existing physician enterprise on all campuses and developing key strategic partnerships with independent local physician groups. WMC will evolve its employed physician base into a true group practice model with a goal of collaborative patient management across specialties and services, supported by a culture of group accountability for quality and efficiency.

#### **Expand our clinical specialty services**

The regional system of care will require new clinical services and delivery points from primary and preventive care through post-acute and long-term care involving new or enhanced relationships with community hospitals and other providers along the continuum of care. WMC will prioritize service expansion by community need and market opportunity, seek to build on existing services at individual facilities and prioritize services shared with other system facilities, such as enhancing trauma, behavioral health, cardiology and neurology services at its MidHudson Regional Hospital. In addition, WMC will expand its clinical reach through technology, including launching an eICU program and a new telemedicine infrastructure in 2015.



## Goal 2: *Advance Integration Across the Continuum of Care*

WMC has an unprecedented opportunity to lead the development of new healthcare delivery models that improve the quality and health outcomes for consumers while ensuring most efficient use of resources through tighter regional collaboration. Under a groundbreaking Medicaid waiver (the Medicaid Redesign Team (MRT) Waiver Amendment), the Delivery System Reform Incentive Program (DSRIP), will make up to \$6.42 billion available to coalitions of health care providers serving Medicaid beneficiaries, to incentive system transformation, clinical management and population health. The primary goal of New York's DSRIP program is to reduce avoidable hospital use by 25 percent over five years. As the region's only public hospital, WMC is leading a regional care transformation effort that includes more than 240 partner health care organizations and more than 2,500 area physicians. As the anchor institution in this regional effort, WMC brings together the leadership and resources of the Hudson Valley stakeholder community to identify priority areas for reform and develop new models that work for our communities. As an academic medical center, WMC brings the analytic tools and intellectual capabilities necessary to identify those models that produce maximum results and can be scaled across the region.

### Enabling Strategies

#### **Leverage the DSRIP opportunity to link providers and services across the continuum of care and to build population health management capabilities**

Health care has traditionally rewarded providers for services based on volume. DSRIP provides the seed funding to restructure systems to focus on outcomes and quality. Projects funded under DSRIP include those activities that are directly responsive to the needs and characteristics of community. WMC and its partners will focus on ensuring that patients receive the right care, in the right setting, at the right time - an unprecedented opportunity that is no small task. WMC will accomplish this care transformation ambition through a robust network of partner organizations serving the residents of our communities, development of an advanced health information technology and patient data exchange infrastructure, expanded data analytics capability, and formal collaboration around patient care protocols and best-practice sharing. The infrastructure developed under DSRIP will provide the catalyst for a more integrated system of care and the ability for WMC to pursue more sophisticated population health management and value-based contracting opportunities with insurers in the future.

#### **Expand outpatient services capabilities**

Advances in technology have enabled more care to be safely delivered through noninvasive procedures. At the same time, pressures exist from payers to shift care from inpatient to lower-cost outpatient settings. An ambulatory strategy plays an essential role in the delivery of comprehensive, coordinated patient care as part of an integrated system as well as in attracting and retaining high-performing clinicians. WMC will develop a comprehensive ambulatory expansion strategy, central to which will be the construction of a new Ambulatory Care Pavilion, with clinical space for both employed and community physicians, on the Vahalla campus.

#### **Develop a post-acute services strategy**

Safe, high-quality, effective and efficient care requires that patients receive the care they need in the most appropriate setting and that the transition between settings is coordinated and well-managed. For many individuals, this means leaving the hospital and receiving post-acute, pain management and/or end-of-life care in the home or an alternate setting. WMC has identified gaps in the availability of these services for Hudson Valley residents and will therefore develop a strategy for providing post-acute and end-of-life care through our Hudson Valley System of Care. WMC anticipates that while some services will be developed on our campuses, a significant component of an integrated suite of services will be developed through partnerships with community-based providers.



## *Goal 3: Optimize Clinical Education and Research by Enhancing Our Academic Affiliations*

WMC's Valhalla campus will continue the tradition of advancing the practice of medicine as the Hudson Valley's only academic medical center. WMC will continue its long-standing partnership with New York Medical College (NYMC) to educate the next generation of clinicians and advance medical knowledge and new treatments through our physician's research. WMC will also look to its system partners to collaborate on new opportunities to further advance these missions.

### **Enabling Strategies**

#### **Institute new academic affiliation agreement with New York Medical College**

WMC will continue its deep commitment to developing the workforce of the future in partnership with New York Medical College (NYMC). Through a new affiliation agreement, WMC and NYMC will further strengthen their partnership through joint recruitment, enhancements and updates to the educational infrastructure, and improvements in the resident recruitment process. Efforts are underway to enhance the educational infrastructure, including enhancing residents' physical space, increasing opportunities for faculty development and student didactic training, providing institutional support for physician and resident participation in research, and increasing use of simulation in undergraduate and graduate curriculums, among others. WMC will also assume greater responsibility for managing the graduate medical education training programs. These changes will better enable WMC and NYMC to attract the best and the brightest medical students, residents and fellows.

#### **Develop a new Research Institute**

Broadening the range of innovative edge clinical trials available for patients enables WMC to deliver the most advanced patient care while further pushing the collective knowledge of disease processes, prevention and treatment. As basic, translational and clinical research have advanced and become significantly more complex, the need for effective and efficient mechanisms for managing the development, review, approval and implementation processes for all aspects of research has become apparent. To advance our efforts, WMC will jointly develop a Research Institute with NYMC to support clinical researchers with study start-up and all aspects of trial management, regulatory/legal review and fiscal administration.





## Strategic Initiatives

Following the intent of the 2020 Strategic Plan, several organization-wide initiatives have been developed to meet the growing needs of WMCHHealth and the region. Of note are:

### eHealth

The development of a 6,200-square-mile network providing care across a vast continuum of inpatient and outpatient services, ranging from Level 1 trauma to home care and beyond, powers a strong eHealth telemedicine program. This connects highly skilled clinicians with colleagues and patients; drives improved care models, patient outcomes and experiences; and reduces response times, lengths of stay and even mortality.

- Centrally located TeleHealth Center on the Valhalla campus, operating 24 hours a day, seven days a week, providing critical and intensive care, trauma, cardiology, stroke and psychiatry service support and coordination.
- Staffed by physicians, nurses and healthcare professionals collaborating with bedside physicians and nurses via secure audio and video.
- Immediate connections/consultations with and between WMCHHealth hospitals, emergency departments, clinics, physician offices, nursing homes and other facilities.
- Enhanced monitoring, diagnostics, treatment and communication among patients, families and providers.
- Wi-Fi-equipped ambulances, in transit with critically ill and injured patients, connect transport crews with receiving teams preparing treatment.
- Enhanced convenience, innovation and personalized care.
- Telepsychiatry for rural families, in conjunction with school districts.
- An academic focus through WMCHHealth affiliate New York Medical College, teaching medical students and residents about telehealth's transformative technology.

### Philips Strategic Business Alliance

In June 2015, Royal Philips and Westchester Medical Center Health Network (WMCHHealth) announced a multi-year, \$500 million partnership to transform and improve healthcare for millions of patients across New York's Hudson Valley. The partnership is based on an enterprise managed services model through which Philips will provide WMCHHealth with a comprehensive range of clinical and business consulting services, as well as advanced medical technologies such as imaging systems, patient monitoring, telehealth and clinical informatics solutions. Moreover, the collaboration aims to redefine how quality care is delivered in all areas, including radiology, cardiology, neurology, oncology and pediatrics, as WMCHHealth expands beyond a single-campus academic medical center into a multi-location regional healthcare provider.

#### History

- WMC has had a relationship with Philips since 1999
- Strategic Business Agreement in 2007
- 2007-2015 initiatives
- Organization-wide technology and care standardization
- Cost savings
- Cath and EP labs
- MHRH ED
- Perioperative & Radiology
- Telehealth Center

#### Alliance

- Supports WMC transformation to regional network (WMCHHealth)
- Integration, innovation and co-creation
- Access to newly released technology and global best practices
- Co-development of innovative ways of delivering care across entire network
- October 2015 Telehealth launch
- Cost savings and cost predictability
- Scalability and flexibility
- Strategic Alliance will be largest of its kind in U.S. history
- Areas of emphasis are: medical technology, strategic and operations support, financing, telehealth, design and build support, education and training.



## DSRIP

The Delivery System Reform Incentive Payment (DSRIP) program is a statewide initiative to improve healthcare throughout New York. Part of a larger \$8 billion federal initiative, WMCHHealth has been granted \$275 million over the next five years to reduce unnecessary emergency room visits and hospital admissions and readmissions among the underserved.

The WMCHHealth Performing Provider System (WMCHHealth PPS) was established to participate in the New York State DSRIP program. Now with more than 250 partners and 5,000 healthcare providers, WMCHHealth PPS is an integrated health care delivery system that is based on carefully planned and implemented clinical and social programs capable of helping patients better manage complex illnesses. DSRIP's overarching objective is a 25 percent reduction of emergency room visits among Medicaid beneficiaries over a 5 year period.

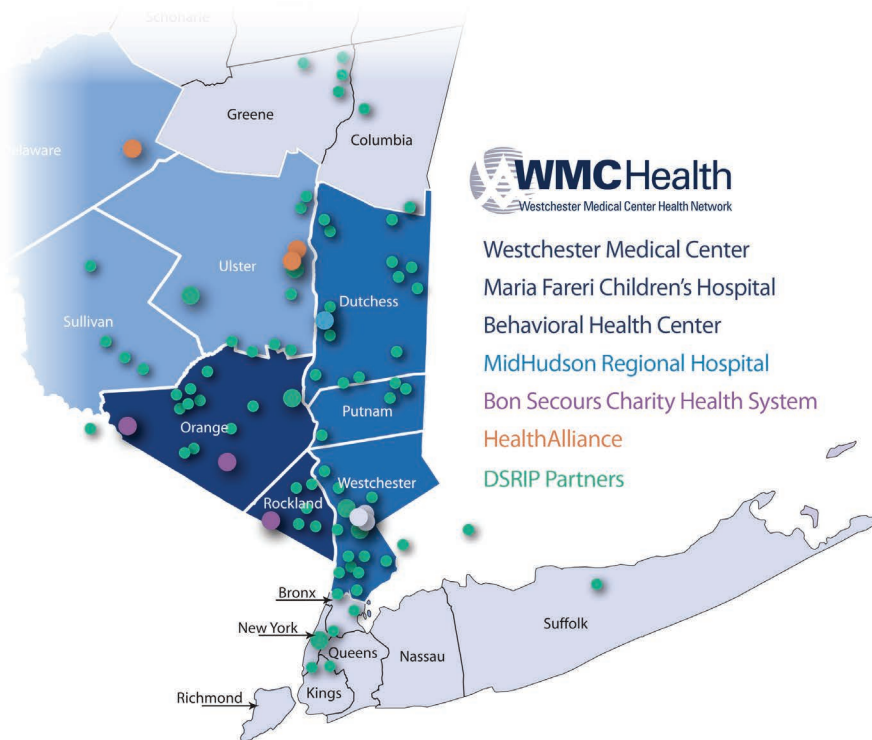
Through collaboration and participation in the New York State DSRIP program, we will improve the long-term health and wellness of Medicaid and uninsured populations in the Hudson Valley.

The individual initiatives identified by WMCHHealth are:

- Health Home At-risk Intervention program – improve access to high-quality primary care and support higher-risk patients
- Create Medical Village – using existing hospital infrastructure
- Post-hospital Care Transitions – to reduce 30-day readmissions
- Patient Activation – integrate uninsured and low- or non-utilizing Medicaid populations into community-based care.
- Integration of Primary Care and Behavioral Health Services
- Behavioral Health Community-Crisis Stabilization Services
- Diabetes Management – evidence-based disease management for high-risk populations
- Asthma Care Management – implement evidence-base guidelines for asthma management
- Tobacco Cessation – promote tobacco-use cessation, especially among low socio-economic populations and those with poor mental health
- Cancer Screening – increase to high-quality preventive care and management in clinical and community settings

## Growth in the Hudson Valley

With the development of the 2020 Strategic Plan, the introduction of a network of care addressed a number of challenges and opportunities presented to WMCHHealth and was also aligned with the evolution of the region's healthcare landscape. The addition of MidHudson Regional Hospital and services, the Bon Secours Charity Health hospitals and services and potentially Health Alliance hospitals and services, along with the region-wide DSRIP initiative, will allow for expanded healthcare offerings including pediatrics, heart (hybrid, EP), neuroscience (neuro ICU, neurovascular interventional), oncology (new and expanded infusion centers) and more across the network.



### Westchester Medical Center Health Network

100 Woods Road, Valhalla, New York 10595

WMCHHealth.org

Beds: 1,700

Total number of employees: More than 12,000

Total revenues: \$2.2 billion

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Westchester Medical Center (Main Hospital) = 415 beds

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Maria Fareri Children's Hospital at Westchester Medical Center = 136 beds

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Behavioral Health Center at Westchester Medical Center = 101 beds

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MidHudson Regional Hospital of Westchester Medical Center = 243 beds

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Good Samaritan Hospital = 286 beds

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St. Anthony Hospital = 60 beds

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Bon Secours Community Hospital = 122 beds

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HealthAlliance: Broadway Campus = 150 beds

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HealthAlliance: Mary's Avenue Campus = 150 beds

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Margaretville Hospital = 15 beds

### About Westchester Medical Center Health Network

WMCHHealth is a 1,700-bed healthcare system headquartered in Valhalla, NY, spanning seven hospitals and several campuses and locations in the Hudson Valley. Its flagship, Westchester Medical Center, is the only regional resource for tertiary and quaternary care, covering 6,000 square miles in eight counties and serving more than three million people. WMCHHealth employs more than 12,000 people, with nearly 3,000 attending physicians. From Level 1 and Level 2 Trauma Centers, the region's only children's hospital, an academic medical center, several community hospitals and numerous health-related centers, programs and services, today WMCHHealth is the leading and pre-eminent provider of integrated health in the Hudson Valley.





### **Westchester Medical Center**

Located in Valhalla, New York, Westchester Medical Center, the flagship of the WMCHHealth Network, is the Hudson Valley region's advanced medical care and referral hospital, serving more than 3.5 million people. Each year, more than 120,000 patients receive care at Westchester Medical Center in every clinical specialty through our main hospital, our Maria Fareri Children's Hospital – the only all-specialty children's hospital in the region - and our Behavioral Health Center. Westchester Medical Center's services are also accessible to residents of New York City and portions of Fairfield County, Connecticut.



### **Maria Fareri Children's Hospital**

Recognized as a leader in pediatric care, Maria Fareri Children's Hospital operates under a "family-centered care" approach to treating children. This philosophy involves parents, siblings and family members in every step of a child's treatment, and is provided in a state-of-the-art building designed specifically from the point of view of children and their families. Our hospital philosophy is that family-centered care and active family involvement create an environment specially suited to enable medical specialists to provide the most advanced care to their patients and to facilitate the healing process, regardless of the illness.



### **Behavioral Health Center**

The Behavioral Health Center at Westchester Medical Center has been a leading provider of comprehensive behavioral health services since 1929. Located in a freestanding facility on the campus of Westchester Medical Center, the Behavioral Health Center offers a full spectrum of inpatient, outpatient, community and emergency care for individuals and families. World-renowned medical services provided by Westchester Medical Center, combined with strong clinical leadership from the Department of Psychiatry at New York Medical College, keep the Behavioral Health Center at the forefront of meeting the needs of those affected by mental illness.



### **MidHudson Regional Hospital**

MidHudson Regional Hospital on the WMCHHealth Poughkeepsie campus is home to a well-regarded community hospital and Level 2 trauma center, which includes 243 community-hospital and inpatient psychiatric and detox beds, as well as several community-based, home care and early education programs in the Mid-Hudson region. Mid-Hudson Regional Hospital offers several specialty services, including the Redl Center for Cancer Care and the Center for Robotic Surgery, for a wide variety of thoracic, urological, gynecological and oncology procedures, with plans underway to expand offerings to the community, such as cardiac, pediatric, neuroscience and oncology services.



### **Good Samaritan Hospital**

Good Samaritan Hospital in Suffern, New York, is a 286-bed hospital providing emergency, medical, surgical, obstetrical / gynecological and acute care services to residents of Rockland and southern Orange counties in New York; and northern Bergen County in New Jersey. The hospital also serves these communities as a Level 2 Trauma Center.

Good Samaritan Regional Hospital provides regional specialty services, including comprehensive cancer treatment services and a cardiovascular program which includes open heart surgery, cardiac catheterization laboratory, emergency angioplasty, electrophysiology studies, and a pacemaker clinic. Good Samaritan offers a brand new Wound Care Center, and maternal/child services, including a Level II special care nursery and the Children's Diagnostic Center, which utilizes the services of pediatric subspecialists from Westchester Medical Center. The hospital also provides social, psychiatric and substance abuse services for the area and kidney dialysis services through its Frank and Fannie Weiss Renal Center. Good Samaritan Hospital's Certified Home Care Agency provides home health care service to the residents of Rockland and Orange counties, New York.





### **St. Anthony Community Hospital**

St. Anthony Community Hospital, in Warwick, New York is a 60-bed hospital serving the residents of Orange County, New York, Sussex and Passaic counties in New Jersey--a primary resource for emergency, quality medical and wellness care since 1939.

Among the services provided are comprehensive women's health programs, which include the Kennedy Birthing Center. The new Center for Ambulatory Services offers the clinical and support services needed - all in one location. These include admitting, pre-admission screening, endoscopy, minor surgery and same-day surgery. Patients seeking comfortable and convenient infusion therapy can now utilize the Outpatient Infusion Center within the hospital. Our quiet and relaxing facility includes long term intravenous antibiotics, blood transfusions, iron therapy, chemotherapy, and long term catheter insertion and maintenance. For members of our community, we have a dedicated Diabetes Education program committed to improving the lives of children and adults living with diabetes through support programs which educate, inspire and empower.



### **Bon Secours Community Hospital**

For the past century, our expanding and continually enhanced medical and health services have made Bon Secours Community Hospital the area's premier health care provider. Geographically desirable for residents of New York, New Jersey and Pennsylvania alike, the core of our facility encompasses the hospital with 122 beds for acute care and medical/surgical services, including long-term care and behavioral health services. Our Emergency Department features highly trained physicians, nurses and technicians, providing the Tri-State community with a vital, life-saving service. Bon Secours Community Hospital offers the Bariatric Surgery Center of Excellence, a complete program dedicated to weight loss surgery, dietary counseling and support groups to help the morbidly obese patients turn their life around.



### **HealthAlliance: Broadway Campus**

HealthAlliance Hospital: Broadway Campus is a fully accredited full-service, 150-bed, acute-care, safety-net community hospital located at 396 Broadway in the heart of Kingston, New York. Founded as City of Kingston Hospital in 1894, it is a regional leader in stroke care, consistently recognized for its commitment and success in implementing excellent care for stroke patients. The campus is also home to one of the region's busiest Emergency Departments, seeing more than 40,000 visits a year, and a separate Fast Track process for patients with minor illnesses or injuries. Broadway Campus services also include advanced medical and surgical care, ambulatory surgical care, and many other medical specialties, including services for addiction and substance abuse, psychiatric disorders, obstetrics, dialysis, diabetes, diagnostic imaging, and wound care.



### **HealthAlliance: Mary's Avenue Campus**

HealthAlliance Hospital: Mary's Avenue Campus, is a fully accredited, 150-bed acute-care community hospital located at 105 Mary's Ave. in Kingston, New York. Founded in 1901 as Benedictine Hospital, the campus continues its long tradition of excellence in medical specialties, including vascular medicine, breast health, oncology, mental health, physical medicine and rehabilitation, and sleep services. It enjoys an outstanding reputation for services in many medical specialties, including internal medicine, orthopedics, vascular disease, physical rehabilitation and psychiatric disorders.



### **Margaretville Hospital**

Margaretville Hospital is a 15-bed critical-access hospital off state Route 28 in Margaretville, New York. The Delaware County hospital has been named one of the nation's Top 100 Critical Access Hospitals by the National Rural Health Association, based on measurements such as quality, outcomes, patient perspective, affordability and efficiency. An active member of the community, Margaretville Hospital has provided a wide range of healthcare services to patients in Delaware, Greene, Ulster and Schoharie counties since its founding in 1931. Services today include emergency care, cardiac follow-up, gastroenterology, wound care, emergency medical services, radiology, clinical laboratory, physical and occupational therapy, and respite care. In 2001, the hospital joined HealthAlliance of the Hudson Valley, strengthening its abilities to provide the best quality, integrity and commitment to patient-focused healthcare, service, research and support.



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