

APPLICATION FOR
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT PROGRAM
— 2013 Program Year Funding—

ACTIVITY NAME: Saratoga Springs Community Health Resource Center

APPLICANT: Saratoga Hospital

MAILING ADDRESS: 2110 Church Street Saratoga Springs, NY
Zip: 12866-1090

PHONE: 518.583.8340 FAX: 518.583.8662 EMAIL: tlee@saratogacare.org
CONTACT PERSON: Ms. Terry Lee TITLE: Executive Director, Saratoga Care Foundation

APPLICANT (select 1): City Department Agency Private non-profit organization Other Public

(List Dept.)

(List Federal ID #) 14-1775218

(Specify)

DUNS # 060523602

NATIONAL OBJECTIVE (select 1):

“Benefit persons of Low/moderate income”

- L/M Income Area Benefit
- L/M Income Limited Clientele Activities
- L/M Income Housing Activities
- L/M Income Job Creation/Retention

“Address slum/blight Conditions”

- “N/A” Slum/blighted Area
- Slum/blighted Spot Basis
- “N/A” Urban Renewal Completion

“Urgent CD Need”

- “N/A” Urgent Need

REQUESTED ENTITLEMENT FUNDING: \$ 200,000

Funding Leveraged from Other Sources: \$4,125,200

Total Activity Cost: \$4,325,200

Proposal Abstract - please provide a *brief* overview of your proposal including the number of persons that will be served with this grant in the space below:

In June of 2013, Saratoga Hospital will open the Saratoga Community Health Resource Center (SCHRC) conveniently located at 24 Hamilton Street in Saratoga Springs. SCHRC will deliver high quality, compassionate, preventative health care and complementary health-care counseling to 1000-1400 low-to-moderate income, medically underserved people in Saratoga Springs -regardless of their ability pay for the costs of this care. In 2013, SCHRC will deliver services for seven months; in subsequent years it will provide health care for twelve months each year.



(Authorized Signature)

(Title) Executive Director
Saratoga Care Foundation

Terry Lee
(Typed or Printed Name)

(Date) 1/18/13

Saratoga Hospital
Application for Community Development Block Program
2013 Program Year Funding

1. Activity Description

A) Establish a Community Health Resource Center

In the summer of 2013, Saratoga Hospital will open a new Saratoga Community Health Resource Center (SCHRC) conveniently located at 24 Hamilton Street in Saratoga Springs (see Attachment 6). This property purchased in 2012, will be renovated by the Hospital in early 2013 to support the mission of the Center. The mission of the Center is five fold:

- Deliver high quality, compassionate, preventative primary health care and dental and mental health care (seven months of service in the first year) to 1000-1400¹ low-to-moderate income, medically underserved residents of Saratoga Springs (averaging 3-4 visits/year) -regardless of their ability pay for the costs of this care.
- Gather from clients information about their environmental circumstances at home and at work, their diet, medications, immunizations and other health-related issues -so we can assess these issues and inform clients of steps they can take to acquire and sustain good health.
- With the assistance of electronic medical records, identify patterns of chronic illness in this underserved community, and deliver health-care that responds to the urgent health needs that we find there.
- Use the space at the SCHRC to house physicians, their support staff, examining rooms, and social services and health-care counseling organizations --these organizations selected for their capacity to support our health-care mission, to provide effective case-managed guidance for SCHRC clients, and to assemble the demographics of the clients we serve.
- Refer clients in need of specialized care to physicians and to medical centers where the required care can be delivered.

Through these actions, we will encourage medically underserved residents of the City to acquire essential health care, follow through on the results of their Center-based health-care visits, enroll in low-cost or no-cost health care insurance programs, and take responsibility for meeting their health-care needs.

Saratoga Hospital requests a \$200,000 Community Development Block grant to aid our purchase of 24 Hamilton Street -the site of the Community Health Resource Center. A CDBG grant of less than \$200,000 will not derail this project, but it would seriously diminish our ability to reach the \$3 million fund-raising goal (to be completed in 2013) for the SCHRC and establish a \$1 million endowment to help pay for the operational and maintenance costs of the building that will house the Center.

¹ Saratoga Hospital Planning Department.

B) Community Need

Within Saratoga Springs 2100 people live below the poverty level², and there are ~7600 people³ who, primarily because of their inability to pay the cost, have insufficient access to sustained, well-managed primary health care. Now, an extended severe economic recession has made circumstances worse:

- Unemployment in Saratoga Springs increased to 8.5% in 2011 contrasted with 3.7% in 2008⁴
- 2240 city residents are enrolled in Medicaid⁵
- 720 city households receive Food Stamps; more than half of these homes house at least one person over 60, and nearly half live below the poverty line.⁶
- Decreased family incomes (43% of city households earn less than \$50,000/year⁷), force more people to delay or forego primary medical care risking development of chronic illnesses and increasing chances that they will need far more expensive care in the future.

Saratoga Hospital's Response to This Need

SCHRC will respond to these health-care concerns by delivering affordable primary care and dental and mental health care to this medically underserved community, by sustaining case-managed preventative care that builds wellness and health-related awareness for patients, and by helping reduce the costs of health care in Saratoga Springs.

Within this community, **SCHRC** will focus on five major health issues:

- Obesity in Children and Adults.
- Illness, disability, and death related to tobacco use and secondhand smoke exposure.
- Access to high quality chronic disease preventive care and management in both clinical and community settings.
- HIV/STDs, Vaccine Preventable Diseases and Healthcare Associated Infections.
- Mental, emotional, and behavioral health promotion, and mental, emotional, and behavior disorder prevention.

And will respond to these issues in four ways:

- a) The medical staff will provide detection and treatment of these issues. The staff will assure effective primary care for women, men, and children, respond to prenatal and post-partum needs, and establish immunization, dental care, and mental health care (in 2014). Our aim is to help each patient become and remain healthy and in this way enhance the health of the community.
- b) The medical staff and educational services at the Center will encourage life-style changes for patients that reduce the impact of chronic diseases and, where possible, prevent their onset. This counseling will help patients become aware of important personal health-issues and take charge of their personal health.
- c) The **SCHRC** medical and support staff will use electronic medical records to support patient care, track patterns of chronic illness, employ this information to guide practices within the Center, and

² 2011 United States Census State and County Quick facts.

³ Saratoga Hospital Planning Department.

⁴ United States Census Bureau Fact Finder

⁵ United States Census Bureau Fact Finder

⁶ United States Census Bureau Fact Finder

⁷ United States Census Bureau Fact Finder

alert local health-care professionals of urgent health-care needs within our community.

- d) The illness patterns we find will also guide our choices of health-care support organizations to house within **SCHRC** building. The Center's medical staff will cooperate with these support and social services to educate patients about financial and health-care resources (for example, Medicaid, low-cost health-care insurance, health screening, Children's Health Insurance Program, mental health services, nutritional counseling, referral services, and health education). These resources, properly employed, can enable people to gain primary health care and mitigate the chronic conditions they endure.

Through these practices, the **SCHRC** will foster outreach to a medically underserved community, remove barriers to effective health care for these residents, and reduce expensive dependence on Saratoga Hospital's Emergency Department for routine medical care (Average cost of a Saratoga Hospital ED visit is \$250 -more than twice the cost of a primary care visit to a local physician.) These services will raise awareness of the need for sound health practices within the medically underserved segments of Saratoga Springs and deliver sustained (as contrasted with ED care -which is episodic) cost-effective care to that community.

Moreau Family Health in South Glens Falls, a member of the Hudson Headwaters Health Network, provides federally supported primary health care for patients on a sliding scale fee basis. But that health center is located in the far northeast corner of Saratoga County remote from Saratoga Springs where we plan to provide much-needed preventative health care for people with limited or no health-care insurance or income insufficient to pay a private physician.

C) Who will Benefit; Outreach to This Population

SCHRC has identified downtown neighborhoods in Saratoga Springs where personal health for half the population is poor relative to the rest of our community (see Figure 1 –note the proximity of the **SCHRC** to these neighborhoods). Within these neighborhoods, ~1200 people exhibit heart disease, ~1400 are obese, ~1500 have unhealthy diets, ~1400 smoke, and ~1300 have diabetes.⁹ Two-thirds of households in these neighborhoods earn less than \$50,000 a year,¹⁰ unemployment rates exceed that for the rest of the City, and many of these residents are among the working poor with minimal or non-existent access to health care. **SCHRC** will make available to these people effective, easily accessible, affordable primary health care.

Because many of the clients we plan to serve have limited or no access to various communications media, traditional outreach to these people through the use of newspapers, websites, television, cell phones, radio, and social media will not be sufficient. To build effective outreach and identify people in need of primary health care, we will work with the Saratoga Hospital Marketing and Community Relations Department to design and apply robust, non-traditional marketing methods that inform Saratoga Springs residents of the value in the primary health-care offered by our Center.

Our outreach will be carried by representatives of the Center to places and organizations where our prospective clients gather: at senior centers, in public housing, to back stretch workers, to physicians offices, to Mental Health and social services offices, and to governmental offices. We will speak to physicians, medical groups, and clinics within Saratoga Springs to gain their guidance on communicating with the prospective clients we plan to serve.

⁹ Saratoga Hospital Planning Department.

¹⁰ U.S. Census Bureau, 2006-2010 American Community Survey.

We will consult with community organizations that serve the homeless, the poor, and the otherwise disadvantaged. By delivering clear carefully designed presentations of our mission, by enlisting the aid of

other community organizations, and by distributing brochures written in English and Spanish, we will communicate directly and often with these groups about how we can help improve their personal health and enhance their quality of life. In 2013, we believe our outreach will attract 1,000-1400 clients to the Center.

The SCHRC will gather, from its clients, information on income and other demographics to assess how well the Center is supporting the health-care needs of the disadvantaged in Saratoga Springs. The Center will evaluate, quarterly, the distribution of incomes and demographics of our clients and compare those results with the service objectives of the Center. When required, we will adjust our outreach to assure that the community populations most in need of primary care benefit from our services.

D) Performance Objectives and Measures of Achievement

The Community Health Resource Center will work to achieve the following objectives in 2013:

- Provide effective primary medical care during 3,000-4,200 visits by 1,000-1,400 medically underserved patients from Saratoga Springs.
- Acquire and record vital medical information for each of these patients and build useful medical records that can guide subsequent health care by physicians at the Center or by visiting specialists.
- Build medical record databases that reveal patterns of health-care needs among the medically underserved in our community. Use this information to guide health-care strategies in the SCHRC, to develop partnerships with support organizations housed within the Center, and to alert the health-care community in Saratoga Springs of our findings.
- Build a counseling portfolio for each patient -a documented record of medical and social service guidance for the patient and a report of related actions that secure financial support (e.g., low-cost insurance, Medicaid, Child health Plus, Family health Plus) for gaining primary health care.

To assess our achievements, evaluate our service strategies, and guide our efforts to sustain our mission, The Community Health Resource Center will monitor monthly the following developments:

- The pace of patient visits.
- The number of patients who visit.
- The annual income of each patient and other informative demographics.
- The categories of illnesses that are treated.
- Number of referrals to specialists
- The outcomes of patient care.
- The degree of communication and coordination among members of the patient health-care teams.
- Number of counseling sessions with social and support services staff.
- Applications and enrollment by patients in low-cost health insurance and other financial support means.
- Other outcomes resulting from counseling services.
- Estimates of cost-savings in health care delivery.
- Patterns of chronic illness within the medically underserved community.

E) Activity Schedule to Operate the SCHRC in 2013

The table below outlines essential actions by Hospital and Center staffs so that the Center identifies low-to moderate populations in need of primary health care, motivates their engagement with the Center, assures delivery of well-coordinated care and counseling, and employs evaluation of Center performance that guides us to best practices in all aspects of our operations.

ACTIVITY	START DATE	COMPLETION DATE
Purchase 24 Hamilton Street Building to House the SCHRC		5/2012
Develop outreach that informs and attracts underserved to health care	1/2013	Sustained
Develop IT and financial systems to manage SCHRC activities	2/2013	6/2013
Renovate Building to house SCHRC staff and patient care space	3/2013	6/2013
Commence outreach	3/2013	Sustained
Employ and train staff to provide health care and related counseling	4/2013	6/2013
Equip the building with health-care, counseling, and communication resources	5/2013	6/2013
Establish working agreements with specialty services	5/2013	Sustained
Admit patients	6/2013	Sustained
Track patient incomes, health care insurance and other demographic information	6/2013	Sustained
Build patient medical records that foster communication and cooperation within the SCHRC health-care teams	6/2013	Sustained
Commence assessment of health-care strategies and achievements	9/2013	Sustained
Use assessment results to guide choice of health-care strategies	10/2013	Sustained
Prepare quarterly reports of achievements and need for improvements	10/2013	Sustained

F) Required Local, State, or Federal approvals

On October 19, 2012, Saratoga Hospital applied for and expects, in the spring of 2013, to gain NY State Department of Health approval of our proposed Community Health Resource Center. 24 Hamilton Street is zoned T-6 and will require no reviews or permits to serve as the site of the SCHRC.

2. Organizational Capacity

A) Overview of Saratoga Hospital

For more than a century, Saratoga Hospital has provided high-quality health care for Saratoga Springs and Saratoga County residents. The Hospital provides outpatient care at the Saratoga Surgery Center, Wilton Medical Arts, and Malta Medical Arts. In 2012, Saratoga Springs residents made 84,487 patient visits to Saratoga Hospital and its satellite campuses for outpatient care. 347 physicians on staff provided the needed care and regularly coordinated patient care with internal medicine specialists such as hematologists, oncologists, endocrinologists, and cardiologists associated with the Hospital

The hospital provides care in virtually every medical specialty. Its team of highly skilled surgeons is setting the pace for excellence in minimally invasive surgery, performing laparoscopic and arthroscopic surgeries, muscle-sparing procedures, and robot-assisted surgery. Other hospital services include The Saratoga Center for Endocrinology and Diabetes, Pain Management Center, and Saratoga Family

Physicians. Saratoga Hospital is also forging new partnerships with Albany Medical center to provide unparalleled access to complex subspecialty care for patients.

For a list of Hospital officers and Board members, please see Attachment 4.

Has the Hospital received funding in the past from the City of Saratoga Springs?

The Hospital has never received grant funding from the City of Saratoga Springs.

B) Hospital Experience in Managing Health Centers

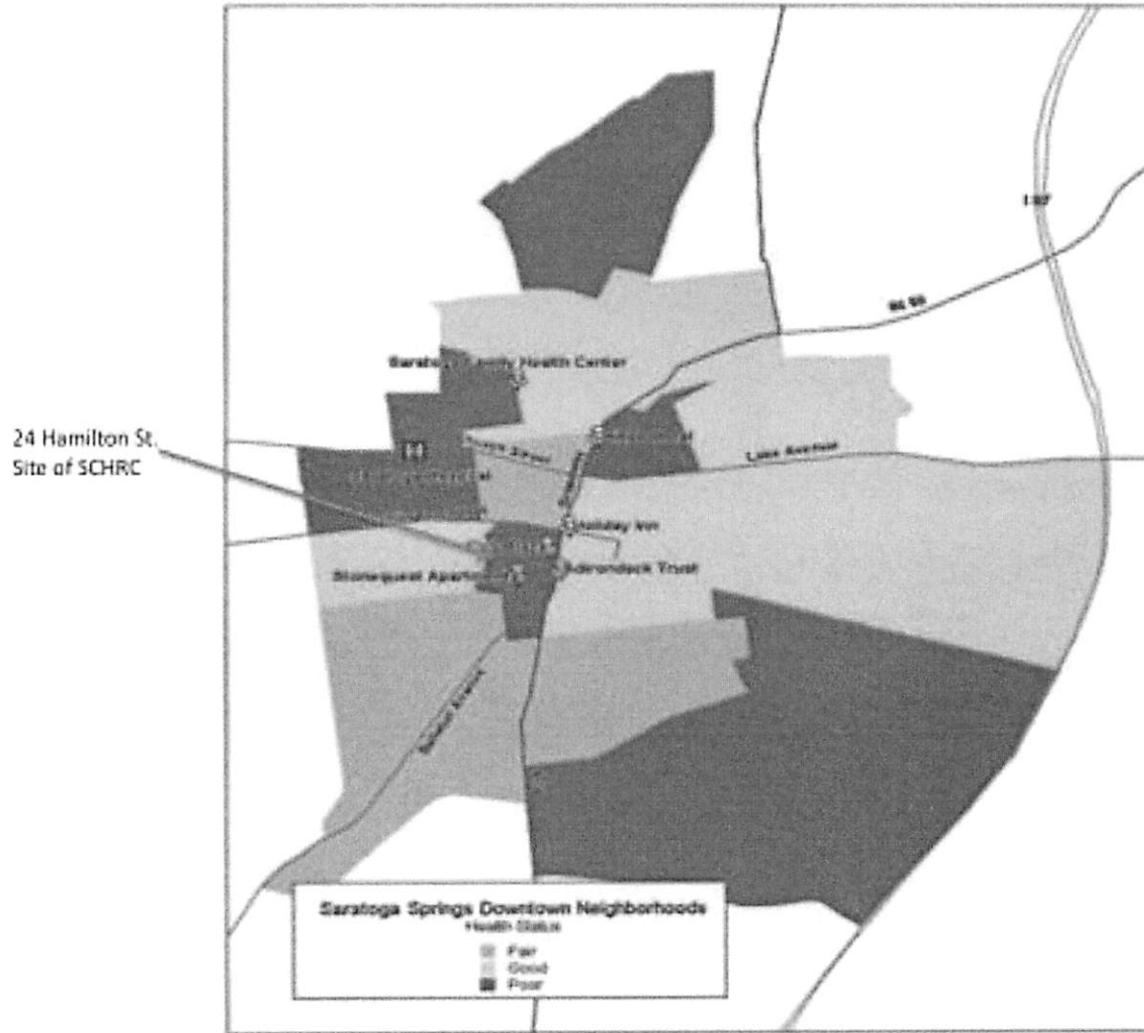
Through experience gained in 120 years of providing health care, Saratoga Hospital is well prepared to manage a community health center. We have operated primary care Family Health Centers since 1996 in Saratoga Springs, Galway, and in Schuylerville. We have joined with Saratoga County to deliver free cancer screening. Our Center for Endocrinology and Diabetes provides nutritional counseling and diabetes management. Our work with the County enrolls participants in Child Health Plus and Family Health Plus. We join with the Backstretch Employee Service Team to operate a health clinic at the Saratoga Race Course. Our free screening and community health education programs help Saratoga residents sustain good health.

In these enterprises, we have developed the experience, skills, (e.g., diagnostic abilities, sensitivity to patient concerns, awareness of the causes of poor health, coordination of patient care with specialists, knowledge of best practices) and motivation to launch a Community Health Resource Center that will deliver high-quality health care and counseling to low-to-moderate income residents most in need of this assistance.

C) Project Staff

Names	Titles	Existing/New	Project Related Experience	Responsibilities
Dr. Srilaxmi Tumuluri (CV in Appendix 7)	Physician	New	Primary health care delivery	Patient medical care; SCHRC Director
	Physician assistant	New	Primary health care delivery	Patient medical care
	RN	New	Primary health care delivery	Patient medical care
	LPN	New	Health care delivery support	Patient care
	Medical office administrator	New	Health care administration	SCHRC Management
	Medical records administrator	New	Elec. Med. Records admin	SCHRC records
	Case manager referral specialist	New	Health-care counseling	Patient support
Kevin Ronayne	Project Manager	Existing	Hospital management	Leadership, management
Gary Foster	Financial Officer	Existing	Financial management	Project finances

Figure 1



3. Activity Budget

A.

Attachment 1 Program Operating Budget (2013)

	Entitlement Grant	Leveraged Funds	Total Cost	Sources of Leveraged Funds
Personnel				
Salaries	-	807,800	807,800	Patient services revenues (insurance billing) Non-hospital tenant lease payments Saratoga Care Foundation support Hospital operating budget
Fringes	-	186,000	186,000	
Other	=	=	=	
Subtotal	=	<u>993,800</u>	<u>993,800</u>	
Overhead				
Advertising/Marketing	-	25,000	25,000	Patient services revenues (insurance billing) Non-hospital tenant lease payments Saratoga Care Foundation support Hospital operating budget
Program Supplies	-	102,900	102,900	
Rent/Utilities	-	26,300	26,300	
Other				
Depreciation/Interest	-	138,000	138,000	
Contracted services	=	<u>129,200</u>	<u>129,200</u>	
Subtotal	=	<u>421,400</u>	<u>421,400</u>	
Total Cost	=	<u>1,415,200</u>	<u>1,415,200</u>	

3. Activity Budget (cont.)

A.

**Attachment 2
Construction/Site Development Budget**

	Entitlement Grant (\$)	Leveraged Funds (\$)	Total Cost (\$)	Sources of Leveraged Funds
Preconstruction				
Legal	-	-	-	
Engineering	-	-	-	
Architectural/Design	-	-	-	
Fees/Permits	=	=	=	
Subtotal	=	=	=	
Development				
Relocation	-	-	-	
Site Preparation	-	-	-	
Construction- materials	-	236,000	236,000	Hospital capital budget
Construction- labor	-	236,000	236,000	Hospital capital budget
Construction Financing	-	-	-	
Other				
Building Purchase	200,000	1,750,000	1,950,000	Saratoga Care Foundation support
Equipment	=	<u>488,000</u>	<u>488,000</u>	Hospital capital budget
Subtotal	<u>200,000</u>	<u>2,710,000</u>	<u>2,910,000</u>	
Total Cost	<u>200,000</u>	<u>2,710,000</u>	<u>2,910,000</u>	

B. Sources of Leveraged Funding

Community Health Resource Center
Donors \$25,000 and above

Adirondack Trust Company
Anonymous
Community Foundation for the Capital Region
The Dake Family / Stewart's Shops
Flower and Fruit Mission of Saratoga Hospital
Richard Higgins
Hyman Hayes Associates, LLC
John and Bernice Pluta Family Foundation
James LaVigne and Mary Gavin
W. Michael and Kelly Reickert
John and A.C. Riley
Thomas and Diana Ryan
The Saratoga Foundation
Saratoga Hospital Volunteer Guild
Saratoga Springs Lions Club
Stephen Sullivan / Longfellows Inn and Restaurant
Michael and Linda Toohey
Marylou Whitney and John Hendrickson
The Wright Family Foundation

Total contributions by the above donors = \$1,905,000
Total contributions by all donors = \$2,684,040
(As of January 7, 2013)
Campaign Goal: \$3,000,000 (by 12/31/2013)

(ATTACHMENT 3)

**OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULAR A-133
MONITORING OF FEDERAL FINANCIAL ASSISTANCE TO SUBRECIPIENTS**

ORGANIZATION: SARATOGA HOSPITAL _____

MAILING ADDRESS: 211 CHURCH STREET SARATOGA SPRINGS, NY 12866 _____

FEDERAL ID #: 14-1775218 _____ PHONE: 518.583.8340 _____ FAX: 518.583.8662 _____

DUNS #: 060523602 _____

1. Please identify your fiscal year (mth/yr to mth/yr): 1/2013 to 12/2013 _____

Please identify below the funding received during your last fiscal year:

2. Community Development Block Grant Entitlement Funding (CDBG): \$0

CDBG Activity Name: _____

CDBG Funding Program Year: _____ CDBG Funding Amount: _____

3. Other Federal Financial Awards (cash & non-cash):

GIVE NAME & CATALOG OF FEDERAL FINANCIAL ASSISTANCE (CFDA) # AMOUNT OF AWARDS

NONE _____ \$0 _____

4. During your last fiscal year, has your organization expended more than \$500,000 in total federal financial awards (incl. CDBG & all other federal assistance)? YES * _____ NO X _____

* If "yes", include a copy of your latest Single Audit Report with this completed and signed form as part of your application. If you answered "no", please complete, sign and return this form.

5. Are you aware of any financial audit violations, findings or questioned costs relating to any activity funded with federal financial assistance? YES * _____ NO X _____

* If "yes", please describe:

6. Other Saratoga County Awards (cash & non-cash):

IDENTIFY PROGRAM NAME & YEAR OF AWARD

IDENTIFY AMOUNT OF CO. AWARDS

NO SARATOGA COUNTY AWARDS

\$0

Authorized Signature



Date

1/18/13

Attachment 4

**SARATOGA CARE, INC.
BOARD OF TRUSTEES - 2013**

Officers:

Chairperson	Michael D. West
Co-Vice Chairperson	David M. Mastrianni, M.D.
Co-Vice Chairperson	Janice M. White
Treasurer	Michael H. Iacolucci
Secretary	Donna Montalto

<p>Brobston, Dennis A. Saratoga Economic Devel. Corp. 28 Clinton Street Saratoga Springs, NY 12866 587-0945</p> <p>Cell 817-2949 E-mail dbrobston@saratogaedc.com 23 Noord Lane Ballston Lake, NY 12019 877-5850 (Teresa)</p>	<p>CALBONE, ANGELO G. Saratoga Hospital 211 Church Street Saratoga Springs, NY 12866 583-8492</p> <p>Cell 951-8160 E-mail acalbhone@saratogacare.org 20 Leaward Way Saratoga Springs, NY 12866 587-9236 (Kate)</p>	<p>Ekman, Judith A. 40 Bumphill Road* Greenfield Center, NY 12833 893-7061 (Rev. John A. Ekman)</p> <p>Cell: 248-9974 E-mail judyekman@gmail.com</p>
<p>Iacolucci, Michael H. (Treasurer) 9 Russell Street* Ballston Spa, NY 12020 885-8196 (Martha)</p> <p>Cell: 852-4920 E-mail miacolul@nycap.rr.com</p>	<p>Mastrianni, David M., MD 3 Care Lane (Co-Vice Chair) Saratoga Springs, NY 12866 226-6000</p> <p>Cell 727-0261 E-mail dmnastrianni@aol.com 44 Vista Drive * Saratoga Springs, NY 12866 583-2878 (Lucille Albergo)</p>	<p>Merecki, Eugene K., MD Malta Family Medicine 100 Saratoga Village Blvd., Ste. 34 Ballston Spa, NY 12020 899-2632</p> <p>Cell 275-2084 E-mail gmerecki@nycap.rr.com 19 Church Street * Greenwich, NY 12834 692-7511 (KIM)</p>
<p>Montalto, Donna MPP (Secretary) American College of OB and GYN 152 Washington Avenue Albany, NY 12210 436-3461</p> <p>Cell 369-7536 E-mail dmontalto@ny.acog.org 1 Michelangelo Drive * Clifton Park, NY 12065</p>	<p>Oppenheim, Alan C. ACO Property Advisors 184 Edie Road Saratoga Springs, NY 12866 584-9578 x 205</p> <p>Cell 461-5139 E-mail alano@acopropertyadvisors.com</p> <p>18 Roberts Lane Saratoga Springs, NY 12866 581-0242 (Moir)</p>	<p>Silver, George J. (Chip), Jr., M.D. Orthopaedic Associates of Saratoga 5 Care Lane Saratoga Springs, NY 12866 587-1737</p> <p>Cell: 527-3222 Email: gsilver@orthosaratoga.com 52 Hearthstone Drive Gansevoort, NY 12831 584-4770 (Elizabeth)</p>

Attachment 4 (cont.)

<p>Skaine, Theresa M. Lemery Greisler LLC 60 Railroad Place, Suite 502 Saratoga Springs, NY 12866 581-8800</p> <p>Cell 852-2226 E-mail tskaine@lemerygreisler.com 3 McLaren Street Saratoga Springs, NY 12866 583-2284 (Lincoln)</p>	<p>Stanley, William R. 1-1/2 Meadow Lane Saratoga Springs, NY 12866 587-3226 (Dora Lee)</p> <p>Cell 796-4581 E-mail khomeboy123@aol.com</p>	<p>Stewart, N. Keith State Farm Insurance P.O. Box 594 820 Route 50 Burnt Hills, NY 12027 399-2975</p> <p>Cell 339-5096 E-mail keith.stewart.cnjn@statefarm.com 102 Wineberry Lane* Malta, NY 12020 899-6755 (Andrea)</p>
<p>Toohey, Michael J., Esq. Snyder Kiley Toohey Corbett & Cox LLP P.O. Box 4367 160 West Avenue Saratoga Springs, NY 12866 584-1500</p> <p>Cell 573-6149 E-mail: mtoohey@sktcclaw.com 30 Longwood Drive* Saratoga Springs, NY 12866 584-3211 (Linda)</p>	<p>von Schenk, Stephan R. The Adirondack Trust Company 475 Broadway Saratoga Springs, NY 12866 584-5844</p> <p>Cell 470-7442 E-mail svonschenk@adironacktrust.com 75 Coolidge Lane Diamond Point, NY 12824 685-5425 (Carolyn)</p>	<p>West, Michael D. (Chairperson) Skidmore College 815 North Broadway Saratoga Springs, NY 12866 580-5810</p> <p>Cell 860-798-0491 E-mail mwest@skidmore.edu 75 Parkhurst Road * Wilton, NY 12831 860-798-0491 (Becky)</p>
<p>White, Janice M. (Co-Vice Chair) 36 Tyler Drive Saratoga Springs, NY 12866 583-6648 (Terrance)</p> <p>Cell 538-3532 E-mail jwhite5048@gmail.com</p>	<p>Bell, Joseph W., M.D. (President of the Medical Staff) Saratoga Surgical Specialists 381 Church Street Saratoga Springs, NY 12866 581-1100</p> <p>Cell 852-7661 E-mail jwbel@yahoo.com 16 Amelia Court Saratoga Springs, NY 12866 (Julie)</p>	

Attachment 5

Community Health Resource Center Business Plan

The activity budgets (attachments 1, 2) included in this proposal represent the first partial year (7 months) of a 5-year projection developed during the feasibility analysis/business-planning phase of the Community Health Resource Center (CHRC) project.

The 5-year projection is, in turn, a portion of the overall business and operational plan developed for the CHRC. The figures included in the Activity Operating and Capital Budget schedules for 2013 represent information derived from the 2013 budgets for Saratoga Hospital.

The 2013 Hospital budgets for the CHRC were derived largely from the original business plan financial projections. However, certain alterations were made to reflect accumulation of additional information about CHRC operations between the time the business plan was developed and the time the Hospital's 2013 CHRC budgets were developed.

Most significantly, the CHRC is not expected to be operational until June of 2013, which necessitated the truncation of the financial forecast included in year 1 of the business plan to reflect a less than full year operating period for the CHRC in 2013

**Community Health Resource Center
Profit and Loss Statement
(As of 6/12/2012)**

	<u>Year 1</u>	<u>Classification on Grant Worksheet</u>
<u>Volumes</u>		
Primary Care	5394	
Lab Tests	1187	
Other Ancillary	809	
<u>Dentistry</u>		
Physician Visits	1610	
Hygienist Visits	1680	
X-Ray	1380	
<u>Psychiatry</u>		
Psychiatrist	2815	
Clinical Social Worker	2100	

<u>Revenue</u>	<u>Year 1</u>
<u>Primary Care</u>	\$372,186
Lab Tests	\$77,155
Other Ancillary	<u>\$224,121</u>
-	\$673,462
<u>Dentistry</u>	
Dentist Visits	\$185,150
Hygienist Visits	\$100,800
X-Ray	<u>\$48,300</u>
-	\$334,250
<u>Psychiatry</u>	
Psychiatry Visits	\$160,465
Social Work	<u>\$176,400</u>
-	\$336,865
-	
<u>Rental Revenue</u>	\$84,000
-	
Total Revenue	\$1,428,576

<u>Operating Expenses:</u>	<u>Year 1</u>	<u>Classification on Grant Worksheet</u>
Salaries & Wages		

Primary Care	\$451,861	Salaries
Dentistry	\$278,280	Salaries
Psychiatry	\$269,120	Salaries
	\$999,261	
Administrative Director	\$75,000	Salaries
Employee Benefits (23%)	\$247,080	Fringe

Medical Director Stipend (Primary Care)	\$10,000	Personnel- Other
Outpatient Lab Referral	\$22,547	Not included
Other Ancillary Referrals	\$114,892	Not included
Medical Supplies & Other		
Primary Care	\$35,061	
Dentistry	\$26,740	
Psychiatry	\$0	
Office Supplies		
Primary Care	\$17,800	Program Supplies
Dentistry	\$6,017	Program Supplies
Psychiatry	\$7,373	Program Supplies
EMR Maintenance	\$43,200	Contracted Services
Minor Equipment	\$30,000	Program Supplies
Marketing	\$25,000	Advertising/Marketing
Other Operating Expense (Misc)	\$14,286	Program Supplies
Billing Expense (5% of receipts)	\$52,165	Contracted Services
Transcription	\$32,565	Contracted Services
Housekeeping	\$29,400	Contracted Services
Utilities	\$35,000	Rent/Utilities
Landscape/snow removal/common area	\$6,000	Contracted Services
Malpractice Insurance	\$21,000	Contracted Services
Depreciation Expense		
Building	\$32,500	Depreciation/Interest
Infrastructure	\$15,067	Depreciation/Interest
Primary Care	\$10,587	Depreciation/Interest
Dentistry	\$14,700	Depreciation/Interest
Psychiatry	\$1,727	Depreciation/Interest
Interest Expense	\$63,400	Depreciation/Interest
Property Taxes	\$14,600	Contracted Services
Unrelated Business Income Tax	\$5,300	Contracted Services
Contingency (2%)	\$28,572	Program Supplies
Total Expense	\$2,036,840	
Revenue After Expenses	-\$608,263	

Attachment 5 (cont.)
**Capital Investment and
 Depreciation**

		<u>Classification on Grant Worksheet</u>
Renovations		
Building	1,950,000	Building Purchase
New		
Construction/Renovation	344,875	Construction
New		
Construction/Renovation	127,000	Construction
IS Equipment	50,000	Equipment
Asset Purchases	<u>378,209</u>	Equipment
Total	2,850,084	

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Attachment 5 (cont.)

Volume Assumptions

YEAR 1

Month 1 2 3 4 5 6 7 8 9 10 11 12 Cumulative

Volumes

Primary Care

Physician 1	144	173	201	230	259	288	288	288	288	288	288	288	288	3023
Midlevel 1	<u>72</u>	<u>100</u>	<u>130</u>	<u>158</u>	<u>187</u>	<u>215</u>	<u>2371</u>							
	216	273	331	388	446	503	503	503	503	503	503	503	503	5394

Lab Tests

	48	60	73	85	98	111	111	111	111	111	111	111	111	1187
--	----	----	----	----	----	-----	-----	-----	-----	-----	-----	-----	-----	------

Other Ancillary

	32	41	50	58	67	75	75	75	75	75	75	75	75	809
--	----	----	----	----	----	----	----	----	----	----	----	----	----	-----

Dentistry

Dentist	38	58	77	96	115	134	153	172	191	210	229	248	267	1610
Hygienist	<u>40</u>	<u>60</u>	<u>80</u>	<u>100</u>	<u>120</u>	<u>140</u>	<u>160</u>	<u>180</u>	<u>200</u>	<u>220</u>	<u>240</u>	<u>260</u>	<u>280</u>	1680

3450	Annual Volume at full capacity
288	Monthly Volume at Full Capacity

2300	Annual Volume at full capacity
192	Monthly Volume at Full Capacity

Hygi

0 0 0 0 0 0 0
0 0 0

enist

2400	Annual Volume at full capacity
200	Monthly Volume at Full Capacity

x-Ray 40 60 80 100 120 14 16 18 20 0 0 0 1 1 1 1380

Psychiatry

Psychiatrist

3220	Annual Volume at full capacity
268	Monthly Volume at Full Capacity

Psychiatrist 134 161 188 215 242 26 26 26 26 6 6 6 2 2 2 2815

Clinical Social Worker 100 120 140 160 180 20 20 20 20 0 0 0 2 2 2 2100

Social

Worker

2400	Annual Volume at full capacity
200	Monthly Volume at Full Capacity

Notes:

For Primary Care, assumption is that MD works 46 weeks per

- 1) year, 5 days per week.
- Year 1 MD visits begin at 50% of capacity and increase 10% per month At 6
- 2) months, physician at full capacity.
- Year 1 Midlevel visits begin at 25% and increase 10% until Month 6; remain at 75%
- 3) THRU Month 9; increase to 100% month 10-12.
- 4) Ratio of Lab Tests to Visits is 0.22
- 5) Ratio of "Other Ancillary" to visits is 0.15

Assumption is that dentist will work 5 days per week, 46

- 6) weeks per year.
- Assumption is that hygienist will work 5 days per week, 48 weeks
- 7) per year.
- 8) Both Dentist and Hygienist begin at 20% capacity and increase by 10%; at

month 9 they are at 100% capacity.

For x-ray, assume 100% of hygienist patients through month 9; 50% of

9) hygienist patients thereafter

Psychiatrist will work 46 weeks per year, 5 days per

10) week.

Social Worker will work 48 weeks per year, 5 days

11) per week.

Pt. contact hours per day for Psychiatrist are seven (7) with each patient

12) block equivalent to 30 minutes.

Social worker will see 10 patients per day (45

13) minute blocks).

Based on need in community, assumption is 50% capacity month 1

14) increasing by 10% each month thereafter.

Attachment 5 (cont.)
Revenue Assumptions

Primary Care

Office Visits	-	-				
			\$69.00	Per Visit		-
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			5,394	9,923	10,350	10,350
Total Office Visit Revenue			372,186	684,687	714,150	714,150

Outpatient Referrals- Lab						
			\$65.00	Per Lab Test		-
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Outpatient Lab Referrals			1,187	2,183	2,277	2,277
Total			\$77,155	\$141,895	\$148,005	\$148,005

Outpatient Referrals- Other						
			\$277.00	Per Referral		-
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Outpatient Referrals			809	1488	1553	1553
Total			\$224,121	\$412,301	\$430,043	\$430,043

Dentistry

Office Visits	-	-				
			<u>Medicaid</u>	<u>All Other</u>		
		Dentist	\$130.00	\$70.00		
		Hygienist	\$60.00	\$60.00		
		X-Ray	\$35.00	\$35.00		
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			1,610	2,300	2,300	2,300
		<u>Dentist- Medicaid</u>	1,208	1,725	1,725	1,725
		<u>Dentist- All Other</u>	403	575	575	575
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			1,680	2,400	2,400	2,400
		<u>Hygienist- Medicaid</u>	1,260	1,800	1,800	1,800
		<u>Hygienist All Other</u>	420	600	600	600
X-Rays			1,380	1,200	1,200	1,200

Total Office Visit Revenue	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Dentist Medicaid	\$156,975	\$224,250	\$224,250	\$224,250	\$224,250
Dentist All Other	<u>\$28,175</u>	<u>\$40,250</u>	<u>\$40,250</u>	<u>\$40,250</u>	<u>\$40,250</u>
	\$185,150	\$264,500	\$264,500	\$264,500	\$264,500
Hygienist Medicaid	\$75,600	\$108,000	\$108,000	\$108,000	\$108,000
Hygienist All Other	<u>\$25,200</u>	<u>\$36,000</u>	<u>\$36,000</u>	<u>\$36,000</u>	<u>\$36,000</u>
	\$100,800	\$144,000	\$144,000	\$144,000	\$144,000
X-Ray	<u>\$48,300</u>	<u>\$42,000</u>	<u>\$42,000</u>	<u>\$42,000</u>	<u>\$42,000</u>
	\$334,250	\$450,500	\$450,500	\$450,500	\$859,000

Psychiatry

Office Visits	-	-	\$57.00	Per Visit for Medication Management	
			\$84.00	Per Visit for Counseling Services	
					-
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist Visits	2,815	3,220	3,220	3,220	3,220
Social Worker Visits	2,100	2,400	2,400	2,400	2,400
Total Office Visit Revenue					-
Psychiatry Visits	\$160,465	\$183,540	\$183,540	\$183,540	\$183,540
Social Worker Visits	<u>\$176,400</u>	<u>\$201,600</u>	<u>\$201,600</u>	<u>\$201,600</u>	<u>\$201,600</u>
	\$336,865	\$385,140	\$385,140	\$385,140	\$385,140

Attachment 5 (cont)

Expense Assumptions

Primary Care

Outpatient Lab Referrals	\$19.00/referral
Other Ancillary Referrals	\$142.00/referral
Medical Supplies and Other	\$6.50 per visit (per MB analysis of SH practices)
Office Supplies	\$3.30/visit (based on MB analysis)
EMR	1,200/month
Transcription	\$3.75/visit (based on MB analysis)
Malpractice	\$9000 per MD/\$7,000 per extender
Utilities	\$5.00/square foot (3500 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$0.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Dentistry

Medical Supplies and Other	8% of revenue for dentistry (to include x-ray)
Office Supplies	1.8% of revenue (based on ADA Dental Survey)
EMR	1,200/month
Transcription	\$3.75/visit (carried PC assumption through dentistry)
Malpractice	\$2,500.00
Utilities	\$5.00/square foot (1,700 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Psychiatry

Office Supplies	\$1.50/office visit
EMR	1,200/month
Malpractice	\$2,500.00
Utilities	\$5.00/square foot (1,700 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Attachment 5 (cont.)
Staffing Assumptions

Primary Care

<u>Position</u>	<u>Rate</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Physician	\$74.36	1.0	1.0	1.0	1.0	1.0
Mid-level	\$46.15	1.0	1.0	1.0	1.0	1.0
Physician	\$74.36		1.0	1.0	1.0	1.0
RN- Lead	\$27.00	1.0	1.0	1.0	1.0	1.0
LPN	\$18.00	1.2	2.4	2.4	2.4	2.4
MOA	\$14.00	2.1	3.2	3.2	3.2	3.2
Medical Records	\$14.00	0.5	1.1	1.1	1.1	1.1
Case Manager/Referral Specialist	\$18.00	1.1	1.1	1.1	1.1	1.1

	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
			\$145,00	\$149,35	\$153,83	\$158,44	\$163,19
Physician	\$74.36	1950	0	0	1	5	9
							\$101,29
Mid-level	\$46.15	1950	\$90,000	\$92,700	\$95,481	\$98,345	6
				\$145,00	\$149,35	\$153,83	\$158,44
Physician	\$74.36	1950		0	0	1	5
RN- Lead	\$27.00	2080	\$56,160	\$57,845	\$59,580	\$61,368	\$63,209
LPN	\$18.00	2080	\$43,805	\$89,856	\$92,552	\$95,328	\$98,188
							\$101,82
MOA	\$14.00	2080	\$61,152	\$93,184	\$95,980	\$98,859	5
Medical Records	\$14.00	2080	\$14,560	\$32,032	\$32,993	\$33,983	\$35,002
Case Manager/Referral Specialist	\$18.00	2080	\$41,184	\$42,420	\$43,692	\$45,003	\$46,353
			\$451,86	\$702,38	\$723,45	\$745,16	\$767,51
			1	6	8	2	6
	Benefit Factor (23%)		\$103,92	\$161,54	\$166,39	\$171,38	\$176,52
			8	9	5	7	9
			\$555,78	\$863,93	\$889,85	\$916,54	\$944,04
			9	5	3	9	5

Dentistry

<u>Position</u>	<u>Rate</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Dentist	\$76.92	1950	1.0	1.0	1.0	1.0
Hygienist	\$28.85	2080	1.0	1.0	1.0	1.0
Dental Assistant	\$16.83	2080	1.0	2.0	2.0	2.0
Receptionist/Biller	\$16.00	2080	1.1	1.1	1.1	1.1

	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
			\$150,00	\$154,50	\$159,13	\$163,90	\$168,82
Dentist	\$76.92	1950	0	0	5	9	6
Hygienist	\$28.85	2080	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531

Dental Assistant	\$16.83	2080	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Receptionist/Biller	\$16.00	2080	<u>\$33,280</u>	<u>\$34,278</u>	<u>\$35,307</u>	<u>\$36,366</u>	<u>\$37,457</u>
			\$278,280	\$286,628	\$295,227	\$304,084	\$313,207
			0	8	7	4	7
		Benefit Factor					
		(23%)	<u>\$64,004</u>	<u>\$65,925</u>	<u>\$67,902</u>	<u>\$69,939</u>	<u>\$72,038</u>
			\$342,284	\$352,553	\$363,130	\$374,023	\$385,244

Psychiatry

<u>Position</u>	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist	\$102.56	1950					
Social Worker	\$19.23	2080	1.0	1.0	1.0	1.0	1.0
Receptionist	\$14.00	2080	1.0	1.0	1.0	1.0	1.0
	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist	\$102.56	1950	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102
Social Worker	\$19.23	2080	0	0	0	5	2
Receptionist	\$14.00	2080	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
			<u>\$29,120</u>	<u>\$29,994</u>	<u>\$30,893</u>	<u>\$31,820</u>	<u>\$32,775</u>
			\$269,120	\$277,194	\$285,509	\$294,075	\$302,897
			0	4	9	5	7
		Benefit Factor					
		(23%)	<u>\$61,898</u>	<u>\$63,755</u>	<u>\$65,667</u>	<u>\$67,637</u>	<u>\$69,666</u>
			\$331,018	\$340,948	\$351,177	\$361,712	\$372,563

Attachment 5 (cont.)

Equipment**Primary Care****Rooms**

	<u>Number</u>	<u>Retail Cost</u>	<u>Total Cost</u>
Exam Table	6	\$2,000	\$12,000
Bariatric Table	3	\$3,500	\$10,500
Step Stool	9	\$60	\$540
Lift Exam Stool with cushion	9	\$910	\$8,190
Waste Baskets	9	\$86	\$774
Welch Allyn Wall Mount	9	\$1,800	\$16,200
Exam Light	2	\$250	\$500
Sharp Container	9	\$36	\$324
Side Chairs	9	\$200	\$1,800
Mayo Stand	2	\$200	\$400
Soap Dispenser	9	\$36	\$324
Towel Dispenser	9	\$36	\$324

Equipment

Digital Spirometer	1	\$2,400	\$2,400
Cryosurgery Unit	1	\$2,500	\$2,500
Mist Medication Nebulizer- Adult	1	\$164	\$164
Mist Medication Nebulizer- Pediatric	2	\$164	\$328
Cardiac Atria	1	\$4,520	\$4,520
Hand help Pulse Oximeter	2	\$600	\$1,200
Crash Cart	1	\$250	\$250
Audiometer w/ power	1	\$1,700	\$1,700
Stereo Optical Vision Tester	1	\$1,770	\$1,770
Eye Level Physician Scale	1	\$600	\$600
Pediatric Beam Scale	1	\$645	\$645
Wheelchair	2	\$500	\$1,000
Autoclave/Sterilizer	1	\$5,800	\$5,800
Stethoscope	6	\$265	\$1,590
Pyxis	1	\$2,500	\$2,500

Computer

Work Stations	8	\$1,500	\$12,000
Tablets (for EMR)	3	\$3,500	\$10,500

Offices

MD Office	2	\$5,000	\$10,000
Extender Office	1	\$3,500	\$3,500
Case Manager/Referral Specialist	1	\$3,500	\$3,500
Lead Nurse	1	\$3,500	\$3,500

Multi-purpose Room

Conference Table	1	\$800	\$800
Chairs	8	\$300	\$2,400
Art work	1	\$500	\$500

Reception

Chairs	3	\$300	\$900
File Cabinets	1	\$880	\$880

	Fax Machine			
	Copier			
	Printer	1	\$2,500	\$2,500
	Label Printer	3	\$800	\$2,400
	Credit Card Machine	2	\$300	\$600
	Phone System	1	\$2,500	\$2,500
	Shredder	1	\$200	\$200
	Waste Baskets	3	\$10	\$30
Waiting Room				
	Chairs	15	\$500	\$7,500
	Side Tables	3	\$200	\$600
	Coat Rack	1	\$200	\$200
	Magazine Rack	1	\$400	\$400
	Television	1	\$300	\$300
	Waste Receptacle	2	\$10	\$20
	Water Cooler	1	\$300	\$300
Break Room				
	Conference Table	1	\$800	\$800
	Chairs	8	\$100	\$800
	Refrigerator	1	\$1,000	\$1,000
	Coffee Pot	1	\$150	\$150
	Microwave	1	\$200	\$200
	Ice Machine	1	\$400	<u>\$400</u>
	Total Cost			\$148,223
	Depreciation (7 years)			\$21,175

DENTISTRY

Rooms	Number	Retail Cost	Total Cost
Surgical Chair	3	\$8,000	\$24,000
Plus IV Arm Board	3	\$850	\$2,550
Plus Patient Arm with sling	3	\$525	\$1,575
Precision Comfort Deluxe 4 pos	3	\$340	\$1,020
Manual Ctr 1 wet/1dry HP	3	\$525	\$1,575
Built in scaler	3	\$1,165	\$3,495
Duo-flexible work station wall mounted	3	\$4,925	\$14,775
Operators Stool	3	\$475	\$1,425
Assistants Stool	3	\$550	\$1,650
Self-contained H2O system	3	\$150	\$450
Drain/motor/hoses	1	\$3,500	\$3,500
Track Mounted Light	3	\$3,700	\$11,100
Misc Cabinetry	3	\$7,800	\$23,400
Oral Surg Mobile Stand	1	\$4,400	\$4,400
X-Ray Unit	1	\$3,895	\$3,895
Film Processor	1	\$4,100	\$4,100
Daylight Loader	1	\$1,000	\$1,000
Air Compressor	1	\$5,300	\$5,300
Dry Vacuum System	1	\$10,500	\$10,500
Delta 10" autoclave	1	\$3,800	\$3,800
Cassette Rack for Delta	1	\$150	\$150

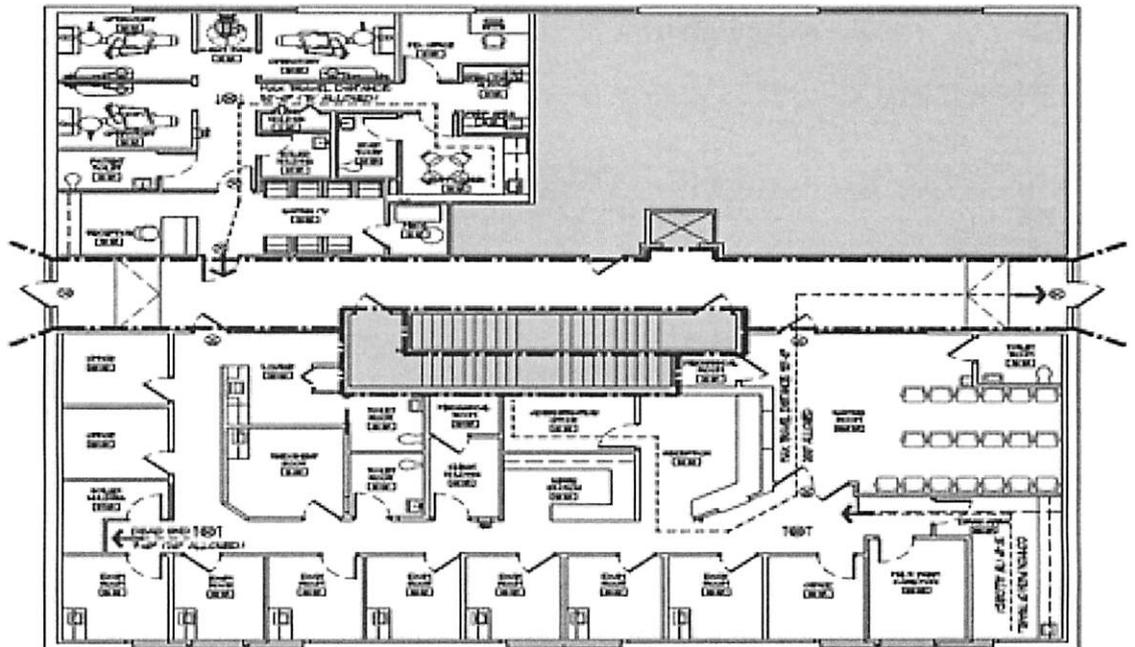
	Satim Quick Cycle Sterilizer	1	\$3,750	\$3,750
	Hydrim Instrument Washer	1	\$2,900	\$2,900
	X-Ray Unit Panoramic	1	\$35,000	\$35,000
	Sharps Container	3	\$36	\$108
	Waste Receptacle	3	\$86	\$258
	Crash Cart	1	\$250	\$250
	Wheelchair	1	\$500	\$500
	Dentrix Computer Software	1	\$7,500	\$7,500
	Computer Hardware (per work station)	5	\$1,500	\$7,500
Consult/Multi-purpose Room				
	Conference Table	1	\$400	\$400
	Chairs	6	\$300	\$1,800
	Artwork	1	\$500	\$500
Provider Office		1	\$5,000	\$5,000
Reception Desk				
	Chairs	2	\$300	\$600
	File Cabinet	1	\$880	\$880
	Multifunctional Device	1	\$2,500	\$2,500
	Calculator	1	\$20	\$20
	Phone System	1	\$2,000	\$2,000
	Shredder	1	\$200	\$200
	Credit Card Machine	1	\$300	\$300
	Label Printer	2	\$800	\$1,600
	Waste Receptacle	1	\$10	\$10
Waiting Room				
	Chairs	10	\$500	\$5,000
	Side Tables	2	\$200	\$400
	Coat Rack	1	\$200	\$200
	Magazine Rack	1	\$400	\$400
	Waste Receptacle	2	\$10	\$20
	Television	1	\$300	\$300
Break Room				
	Small Table	1	\$300	\$300
	Chairs	6	\$100	\$600
	Refrigerator	1	\$1,000	\$1,000
	Coffee pot	1	\$150	\$150
	Microwave	1	\$200	\$200
	Total Cost			\$205,806
	Depreciation (7 years)			\$29,401

PSYCHIATRY	<u>Number</u>	<u>Retail Cost</u>	<u>Total Cost</u>
Provider Office	1	\$5,000	\$5,000
Social Worker Office	1	\$5,000	\$5,000
Computer			
Work Stations	3	\$1,500	\$4,500
Reception			
Chairs	1	\$300	\$300
File Cabinet	1	\$880	\$880
Multi-functional Device	1	\$2,500	\$2,500

Waiting Room	Phone System	1	\$1,000	\$1,000
	Chairs	6	\$500	\$3,000
	Side Table	2	\$200	\$400
	Coat Rack	1	\$200	\$200
	Magazine Rack	1	\$400	\$400
	Art Work	1	\$1,000	<u>\$1,000</u>
	Total Cost			\$24,180
	Depreciation (7 years)			\$3,454

Attachment 6

Community Health Resource Center



Attachment 7: CV for the Director of the Saratoga Community Health Resource Center

Srilaxmi Tumuluri MD

stumuluri@saratogacare.org

CURRENT POSITION

Saratoga Hospital, Saratoga Springs, NY

January 2013 to present

Primary Care, Internal Medicine

Medical Director, Saratoga Community Health Resource Center

PREVIOUS POSITIONS

Veterans Affairs Medical Center, Albany, NY

November 2011 to October 2012

Academic Hospitalist Attending

Responsibilities include inpatient teaching/ward attending, peri-operative consultations, after-hours coverage of primary care clinics, approving outside hospital transfers and providing transient in patient surgical coverage.

University of Chicago Section of Hospital Medicine, Chicago, IL

July 2008 to June 2009

Clinical Associate/full time attending on hospitalist services, teaching services at UCH, Mercy Hospital in inner city Chicago.

POSTGRADUATE TRAINING

University of Chicago Hospitalist Scholars Fellowship, Chicago, IL

July 2009 to March 2012

Research training program that combines clinical experience, training in formal research methodology, grant submissions.

Part of training funded by T32 grant for Masters in Science Degree

New York Presbyterian Hospital/Weill Cornell Medical Center, New York, NY

June 2004 to June 2007

Internal Medicine Residency, Primary Care Track

In addition to working in the inpatient setting, outpatient experience was at a community-based clinic in Queens providing primary care to diverse immigrant and/or underserved communities.

Cornell Internal Medicine Associates, New York, NY

Feb 2007 to May 2007

Assistant Chief Resident

Led morning report, organized resident lectures, and performed administrative duties for resident practice.

GHESKIO- The Haitian Study Group on Kaposi's Sarcoma and Opportunistic Infections, Port-au-Prince, Haiti.

July 2006 to August 2006

Worked alongside Haitian colleagues providing routine medical care and treatment for HIV-infected patients.

EDUCATION

University of Chicago, Chicago, IL

June 2011 to present

Masters of Science in Health Studies

Expected graduation date Spring 2013

Coursework in health services research including Regression, Longitudinal Analysis, Epidemiology, Biostatistics, Health policy analysis

Research project: Variations in preventable hospitalization rates among Medicaid recipients across the US

State University of New York at Stony Brook, NY

August 2000 to June 2004

Doctor of Medicine, Alpha Omega Alpha Medical Honor society

Outside elective includes Research Based Health Advocacy course at Montefiore Hospital, NY

Bryn Mawr College, Bryn Mawr, PA

August 1998 to August 1999

Post-Baccalaureate Pre-Medical coursework

University of Pennsylvania, Philadelphia, PA

Sept 1991 to Dec 1995

BS in Finance with honors, The Wharton School of Business

BA in Economics with honors, The College of Arts and Sciences

Study abroad semester in Leuven, Belgium doing coursework on European Integration

SKILLS & INTERESTS

Conversational in Spanish, Telugu, Hindi

Professional Interests- Health economics, health care access and disparities, medical education Lived or worked internationally in Haiti, Central America, Israel, India

BOARD CERTIFICATION

American Board of Internal Medicine, certified 2007

1.16.2013

**APPLICATION FOR
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT PROGRAM
— 2013 Program Year Funding—**

ACTIVITY NAME: Saratoga Springs Community Health Resource Center

APPLICANT: Saratoga Hospital

MAILING ADDRESS: 2110 Church Street Saratoga Springs, NY

Zip: 12866-1090

PHONE: 518.583.8340 FAX: 518.583.8662 EMAIL: tlee@saratogacare.org

CONTACT PERSON: Ms. Terry Lee TITLE: Executive Director, Saratoga Care Foundation

APPLICANT (select 1): City Department Agency Private non-profit organization Other Public Agency

(List Dept.)

(List Federal ID #) 14-1775218

(Specify)

DUNS # 060523602

NATIONAL OBJECTIVE (select 1):

“Benefit persons of Low/moderate income”

- L/M Income Area Benefit
- L/M Income Limited Clientele Activities
- L/M Income Housing Activities
- L/M Income Job Creation/Retention

“Address slum/blight Conditions”

- “N/A” Slum/blighted Area
- Slum/blighted Spot Basis
- “N/A” Urban Renewal Completion

“Urgent CD Need”

- “N/A” Urgent Need

REQUESTED ENTITLEMENT FUNDING: \$ 200,000

Funding Leveraged from Other Sources: \$4,125,200

Total Activity Cost: \$4,325,200

Proposal Abstract - please provide a *brief* overview of your proposal including the number of persons that will be served with this grant in the space below:

In June of 2013, Saratoga Hospital will open the Saratoga Community Health Resource Center (SCHRC) conveniently located at 24 Hamilton Street in Saratoga Springs. SCHRC will deliver high quality, compassionate, preventative health care and complementary health-care counseling to 1000-1400 low-to-moderate income, medically underserved people in Saratoga Springs -regardless of their ability pay for the costs of this care. In 2013, SCHRC will deliver services for seven months; in subsequent years it will provide health care for twelve months each year.

(Authorized Signature)

(Title) Executive Director
Saratoga Care Foundation

Terry Lee
(Typed or Printed Name)

(Date)

Saratoga Hospital
Application for Community Development Block Program
2013 Program Year Funding

1. Activity Description

A) Establish a Community Health Resource Center

In the summer of 2013, Saratoga Hospital will open a new Saratoga Community Health Resource Center (SCHRC) conveniently located at 24 Hamilton Street in Saratoga Springs (see Attachment 6). This property purchased in 2012, will be renovated by the Hospital in early 2013 to support the mission of the Center. The mission of the Center is five fold:

- Deliver high quality, compassionate, preventative primary health care and dental and mental health care (seven months of service in the first year) to 1000-1400¹ low-to-moderate income, medically underserved residents of Saratoga Springs (averaging 3-4 visits/year) -regardless of their ability pay for the costs of this care.
- Gather from clients information about their environmental circumstances at home and at work, their diet, medications, immunizations and other health-related issues -so we can assess these issues and inform clients of steps they can take to acquire and sustain good health.
- With the assistance of electronic medical records, identify patterns of chronic illness in this underserved community, and deliver health-care that responds to the urgent health needs that we find there.
- Use the space at the SCHRC to house physicians, their support staff, examining rooms, and social services and health-care counseling organizations --these organizations selected for their capacity to support our health-care mission, to provide effective case-managed guidance for SCHRC clients, and to assemble the demographics of the clients we serve.
- Refer clients in need of specialized care to physicians and to medical centers where the required care can be delivered.

Through these actions, we will encourage medically underserved residents of the City to acquire essential health care, follow through on the results of their Center-based health-care visits, enroll in low-cost or no-cost health care insurance programs, and take responsibility for meeting their health-care needs.

Saratoga Hospital requests a \$200,000 Community Development Block grant to aid our purchase of 24 Hamilton Street -the site of the Community Health Resource Center. A CDBG grant of less than \$200,000 will not derail this project, but it would seriously diminish our ability to reach the \$3 million fund-raising goal (to be completed in 2013) for the SCHRC and establish a \$1 million endowment to help pay for the operational and maintenance costs of the building that will house the Center.

¹ Saratoga Hospital Planning Department.

B) Community Need

Within Saratoga Springs 2100 people live below the poverty level², and there are ~7600 people³ who, primarily because of their inability to pay the cost, have insufficient access to sustained, well-managed primary health care. Now, an extended severe economic recession has made circumstances worse:

- Unemployment in Saratoga Springs increased to 8.5% in 2011 contrasted with 3.7% in 2008⁴
- 2240 city residents are enrolled in Medicaid⁵
- 720 city households receive Food Stamps; more than half of these homes house at least one person over 60, and nearly half live below the poverty line.⁶
- Decreased family incomes (43% of city households earn less than \$50,000/year⁷), force more people to delay or forego primary medical care risking development of chronic illnesses and increasing chances that they will need far more expensive care in the future.

Saratoga Hospital's Response to This Need

SCHRC will respond to these health-care concerns by delivering affordable primary care and dental and mental health care to this medically underserved community, by sustaining case-managed preventative care that builds wellness and health-related awareness for patients, and by helping reduce the costs of health care in Saratoga Springs.

Within this community, **SCHRC** will focus on five major health issues:

- Obesity in Children and Adults.
- Illness, disability, and death related to tobacco use and secondhand smoke exposure.
- Access to high quality chronic disease preventive care and management in both clinical and community settings.
- HIV/STDs, Vaccine Preventable Diseases and Healthcare Associated Infections.
- Mental, emotional, and behavioral health promotion, and mental, emotional, and behavior disorder prevention.

And will respond to these issues in four ways:

- a) The medical staff will provide detection and treatment of these issues. The staff will assure effective primary care for women, men, and children, respond to prenatal and post-partum needs, and establish immunization, dental care, and mental health care (in 2014). Our aim is to help each patient become and remain healthy and in this way enhance the health of the community.
- b) The medical staff and educational services at the Center will encourage life-style changes for patients that reduce the impact of chronic diseases and, where possible, prevent their onset. This counseling will help patients become aware of important personal health-issues and take charge of their personal health.
- c) The **SCHRC** medical and support staff will use electronic medical records to support patient care, track patterns of chronic illness, employ this information to guide practices within the Center, and

² 2011 United States Census State and County Quick facts.

³ Saratoga Hospital Planning Department.

⁴ United States Census Bureau Fact Finder

⁵ United States Census Bureau Fact Finder

⁶ United States Census Bureau Fact Finder

⁷ United States Census Bureau Fact Finder

alert local health-care professionals of urgent health-care needs within our community.

- d) The illness patterns we find will also guide our choices of health-care support organizations to house within **SCHRC** building. The Center's medical staff will cooperate with these support and social services to educate patients about financial and health-care resources (for example, Medicaid, low-cost health-care insurance, health screening, Children's Health Insurance Program, mental health services, nutritional counseling, referral services, and health education). These resources, properly employed, can enable people to gain primary health care and mitigate the chronic conditions they endure.

Through these practices, the **SCHRC** will foster outreach to a medically underserved community, remove barriers to effective health care for these residents, and reduce expensive dependence on Saratoga Hospital's Emergency Department for routine medical care (Average cost of a Saratoga Hospital ED visit is \$250 -more than twice the cost of a primary care visit to a local physician.) These services will raise awareness of the need for sound health practices within the medically underserved segments of Saratoga Springs and deliver sustained (as contrasted with ED care -which is episodic) cost-effective care to that community.

Moreau Family Health in South Glens Falls, a member of the Hudson Headwaters Health Network, provides federally supported primary health care for patients on a sliding scale fee basis. But that health center is located in the far northeast corner of Saratoga County remote from Saratoga Springs where we plan to provide much-needed preventative health care for people with limited or no health-care insurance or income insufficient to pay a private physician.

C) Who will Benefit; Outreach to This Population

SCHRC has identified downtown neighborhoods in Saratoga Springs where personal health for half the population is poor relative to the rest of our community (see Figure 1 –note the proximity of the **SCHRC** to these neighborhoods). Within these neighborhoods, ~1200 people exhibit heart disease, ~1400 are obese, ~1500 have unhealthy diets, ~1400 smoke, and ~1300 have diabetes.⁹ Two-thirds of households in these neighborhoods earn less than \$50,000 a year,¹⁰ unemployment rates exceed that for the rest of the City, and many of these residents are among the working poor with minimal or non-existent access to health care. **SCHRC** will make available to these people effective, easily accessible, affordable primary health care.

Because many of the clients we plan to serve have limited or no access to various communications media, traditional outreach to these people through the use of newspapers, websites, television, cell phones, radio, and social media will not be sufficient. To build effective outreach and identify people in need of primary health care, we will work with the Saratoga Hospital Marketing and Community Relations Department to design and apply robust, non-traditional marketing methods that inform Saratoga Springs residents of the value in the primary health-care offered by our Center.

Our outreach will be carried by representatives of the Center to places and organizations where our prospective clients gather: at senior centers, in public housing, to back stretch workers, to physicians offices, to Mental Health and social services offices, and to governmental offices. We will speak to physicians, medical groups, and clinics within Saratoga Springs to gain their guidance on communicating with the prospective clients we plan to serve.

⁹ Saratoga Hospital Planning Department.

¹⁰ U.S. Census Bureau, 2006-2010 American Community Survey.

We will consult with community organizations that serve the homeless, the poor, and the otherwise disadvantaged. By delivering clear carefully designed presentations of our mission, by enlisting the aid of

other community organizations, and by distributing brochures written in English and Spanish, we will communicate directly and often with these groups about how we can help improve their personal health and enhance their quality of life. In 2013, we believe our outreach will attract 1,000-1400 clients to the Center.

The **SCHRC** will gather, from its clients, information on income and other demographics to assess how well the Center is supporting the health-care needs of the disadvantaged in Saratoga Springs. The Center will evaluate, quarterly, the distribution of incomes and demographics of our clients and compare those results with the service objectives of the Center. When required, we will adjust our outreach to assure that the community populations most in need of primary care benefit from our services.

D) Performance Objectives and Measures of Achievement

The Community Health Resource Center will work to achieve the following objectives in 2013:

- Provide effective primary medical care during 3,000-4,200 visits by 1,000-1,400 medically underserved patients from Saratoga Springs.
- Acquire and record vital medical information for each of these patients and build useful medical records that can guide subsequent health care by physicians at the Center or by visiting specialists.
- Build medical record databases that reveal patterns of health-care needs among the medically underserved in our community. Use this information to guide health-care strategies in the **SCHRC**, to develop partnerships with support organizations housed within the Center, and to alert the health-care community in Saratoga Springs of our findings.
- Build a counseling portfolio for each patient -a documented record of medical and social service guidance for the patient and a report of related actions that secure financial support (e.g., low-cost insurance, Medicaid, Child health Plus, Family health Plus) for gaining primary health care.

To assess our achievements, evaluate our service strategies, and guide our efforts to sustain our mission, The Community Health Resource Center will monitor monthly the following developments:

- The pace of patient visits.
- The number of patients who visit.
- The annual income of each patient and other informative demographics.
- The categories of illnesses that are treated.
- Number of referrals to specialists
- The outcomes of patient care.
- The degree of communication and coordination among members of the patient health-care teams.
- Number of counseling sessions with social and support services staff.
- Applications and enrollment by patients in low-cost health insurance and other financial support means.
- Other outcomes resulting from counseling services.
- Estimates of cost-savings in health care delivery.
- Patterns of chronic illness within the medically underserved community.

E) Activity Schedule to Operate the SCHRC in 2013

The table below outlines essential actions by Hospital and Center staffs so that the Center identifies low-to moderate populations in need of primary health care, motivates their engagement with the Center, assures delivery of well-coordinated care and counseling, and employs evaluation of Center performance that guides us to best practices in all aspects of our operations.

ACTIVITY	START DATE	COMPLETION DATE
Purchase 24 Hamilton Street Building to House the SCHRC		5/2012
Develop outreach that informs and attracts underserved to health care	1/2013	Sustained
Develop IT and financial systems to manage SCHRC activities	2/2013	6/2013
Renovate Building to house SCHRC staff and patient care space	3/2013	6/2013
Commence outreach	3/2013	Sustained
Employ and train staff to provide health care and related counseling	4/2013	6/2013
Equip the building with health-care, counseling, and communication resources	5/2013	6/2013
Establish working agreements with specialty services	5/2013	Sustained
Admit patients	6/2013	Sustained
Track patient incomes, health care insurance and other demographic information	6/2013	Sustained
Build patient medical records that foster communication and cooperation within the SCHRC health-care teams	6/2013	Sustained
Commence assessment of health-care strategies and achievements	9/2013	Sustained
Use assessment results to guide choice of health-care strategies	10/2013	Sustained
Prepare quarterly reports of achievements and need for improvements	10/2013	Sustained

F) Required Local, State, or Federal approvals

On October 19, 2012, Saratoga Hospital applied for and expects, in the spring of 2013, to gain NY State Department of Health approval of our proposed Community Health Resource Center. 24 Hamilton Street is zoned T-6 and will require no reviews or permits to serve as the site of the SCHRC.

2. Organizational Capacity

A) Overview of Saratoga Hospital

For more than a century, Saratoga Hospital has provided high-quality health care for Saratoga Springs and Saratoga County residents. The Hospital provides outpatient care at the Saratoga Surgery Center, Wilton Medical Arts, and Malta Medical Arts. In 2012, Saratoga Springs residents made 84,487 patient visits to Saratoga Hospital and its satellite campuses for outpatient care. 347 physicians on staff provided the needed care and regularly coordinated patient care with internal medicine specialists such as hematologists, oncologists, endocrinologists, and cardiologists associated with the Hospital

The hospital provides care in virtually every medical specialty. Its team of highly skilled surgeons is setting the pace for excellence in minimally invasive surgery, performing laparoscopic and arthroscopic surgeries, muscle-sparing procedures, and robot-assisted surgery. Other hospital services include The Saratoga Center for Endocrinology and Diabetes, Pain Management Center, and Saratoga Family

Physicians. Saratoga Hospital is also forging new partnerships with Albany Medical center to provide unparalleled access to complex subspecialty care for patients.

For a list of Hospital officers and Board members, please see Attachment 4.

Has the Hospital received funding in the past from the City of Saratoga Springs?

The Hospital has never received grant funding from the City of Saratoga Springs.

B) Hospital Experience in Managing Health Centers

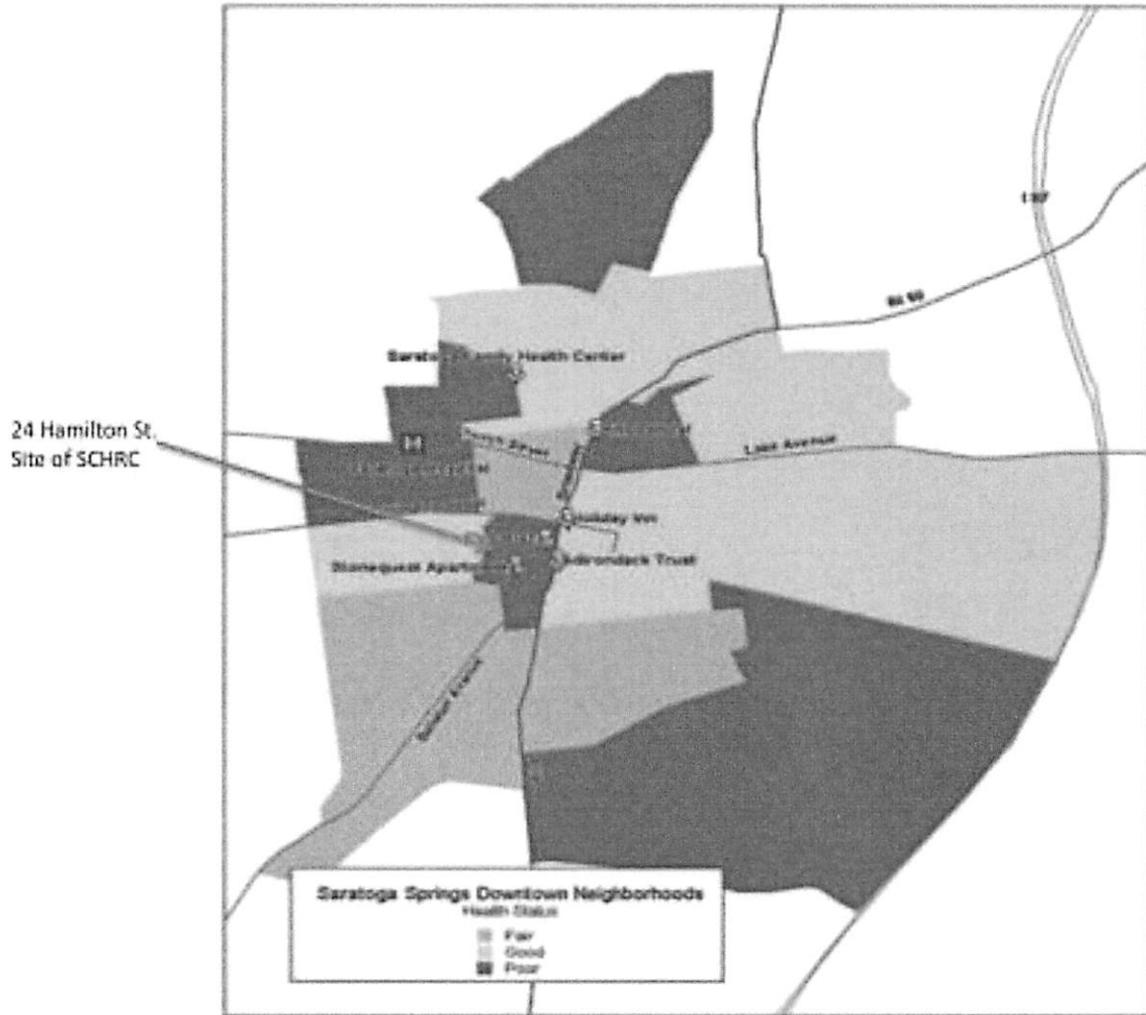
Through experience gained in 120 years of providing health care, Saratoga Hospital is well prepared to manage a community health center. We have operated primary care Family Health Centers since 1996 in Saratoga Springs, Galway, and in Schuylerville. We have joined with Saratoga County to deliver free cancer screening. Our Center for Endocrinology and Diabetes provides nutritional counseling and diabetes management. Our work with the County enrolls participants in Child Health Plus and Family Health Plus. We join with the Backstretch Employee Service Team to operate a health clinic at the Saratoga Race Course. Our free screening and community health education programs help Saratoga residents sustain good health.

In these enterprises, we have developed the experience, skills, (e.g., diagnostic abilities, sensitivity to patient concerns, awareness of the causes of poor health, coordination of patient care with specialists, knowledge of best practices) and motivation to launch a Community Health Resource Center that will deliver high-quality health care and counseling to low-to-moderate income residents most in need of this assistance.

C) Project Staff

Names	Titles	Existing/New	Project Related Experience	Responsibilities
Dr. Srilaxmi Tumuluri (CV in Appendix 7)	Physician	New	Primary health care delivery	Patient medical care; SCHRC Director
	Physician assistant	New	Primary health care delivery	Patient medical care
	RN	New	Primary health care delivery	Patient medical care
	LPN	New	Health care delivery support	Patient care
	Medical office administrator	New	Health care administration	SCHRC Management
	Medical records administrator	New	Elec. Med. Records admin	SCHRC records
Kevin Ronayne	Case manager referral specialist	New	Health-care counseling	Patient support
	Project Manager	Existing	Hospital management	Leadership, management
Gary Foster	Financial Officer	Existing	Financial management	Project finances

Figure 1



3. Activity Budget

A.

Attachment 1 Program Operating Budget (2013)

	Entitlement Grant	Leveraged Funds	Total Cost	Sources of Leveraged Funds
Personnel				
Salaries	-	807,800	807,800	Patient services revenues (insurance billing)
Fringes	-	186,000	186,000	Non-hospital tenant lease payments Saratoga Care Foundation support Hospital operating budget
Other	=	=	=	
Subtotal	=	<u>993,800</u>	<u>993,800</u>	
Overhead				
Advertising/Marketing	-	25,000	25,000	Patient services revenues (insurance billing)
Program Supplies	-	102,900	102,900	Non-hospital tenant lease payments Saratoga Care Foundation support Hospital operating budget
Rent/Utilities	-	26,300	26,300	
Other				
Depreciation/Interest	-	138,000	138,000	
Contracted services	=	<u>129,200</u>	<u>129,200</u>	
Subtotal	=	<u>421,400</u>	<u>421,400</u>	
Total Cost	=	<u>1,415,200</u>	<u>1,415,200</u>	

3. Activity Budget (cont.)

A.

Attachment 2

Construction/Site Development Budget

	Entitlement Grant (\$)	Leveraged Funds (\$)	Total Cost (\$)	Sources of Leveraged Funds
Preconstruction				
Legal	-	-	-	
Engineering	-	-	-	
Architectural/Design	-	-	-	
Fees/Permits	=	=	=	
Subtotal	=	=	=	
Development				
Relocation	-	-	-	
Site Preparation	-	-	-	
Construction- materials	-	236,000	236,000	Hospital capital budget
Construction- labor	-	236,000	236,000	Hospital capital budget
Construction Financing	-	-	-	
Other				
Building Purchase	200,000	1,750,000	1,950,000	Saratoga Care Foundation support
Equipment	=	<u>488,000</u>	<u>488,000</u>	Hospital capital budget
Subtotal	<u>200,000</u>	<u>2,710,000</u>	<u>2,910,000</u>	
Total Cost	<u>200,000</u>	<u>2,710,000</u>	<u>2,910,000</u>	

B. Sources of Leveraged Funding

**Community Health Resource Center
Donors \$25,000 and above**

Adirondack Trust Company
Anonymous
Community Foundation for the Capital Region
The Dake Family / Stewart's Shops
Flower and Fruit Mission of Saratoga Hospital
Richard Higgins
Hyman Hayes Associates, LLC
John and Bernice Pluta Family Foundation
James LaVigne and Mary Gavin
W. Michael and Kelly Reickert
John and A.C. Riley
Thomas and Diana Ryan
The Saratoga Foundation
Saratoga Hospital Volunteer Guild
Saratoga Springs Lions Club
Stephen Sullivan / Longfellows Inn and Restaurant
Michael and Linda Toohey
Marylou Whitney and John Hendrickson
The Wright Family Foundation

Total contributions by the above donors = \$1,905,000
Total contributions by all donors = \$2,684,040
(As of January 7, 2013)
Campaign Goal: \$3,000,000 (by 12/31/2013)

(ATTACHMENT 3)

**OFFICE OF MANAGEMENT AND BUDGET (OMB) CIRCULAR A-133
MONITORING OF FEDERAL FINANCIAL ASSISTANCE TO SUBRECIPIENTS**

ORGANIZATION: SARATOGA HOSPITAL _____

MAILING ADDRESS: 211 CHURCH STREET SARATOGA SPRINGS, NY 12866 _____

FEDERAL ID #:14-1775218 _____ PHONE:518.583.8340 _____ FAX:518.583.8662 _____

DUNS #: 060523602 _____

1. Please identify your fiscal year (mth/yr to mth/yr): 1/2013 to 12/2013 _____

Please identify below the funding received during your last fiscal year:

2. Community Development Block Grant Entitlement Funding (CDBG): \$0

CDBG Activity Name: _____

CDBG Funding Program Year: _____ CDBG Funding Amount: _____

3. Other Federal Financial Awards (cash & non-cash):

GIVE NAME & CATALOG OF FEDERAL FINANCIAL ASSISTANCE (CFDA) #	AMOUNT OF AWARDS
NONE _____	\$0 _____
_____	_____
_____	_____

4. During your last fiscal year, has your organization expended more than \$500,000 in total federal financial awards (incl. CDBG & all other federal assistance)? YES * _____ NO X _____

* If "yes", include a copy of your latest Single Audit Report with this completed and signed form as part of your application. If you answered "no", please complete, sign and return this form.

5. Are you aware of any financial audit violations, findings or questioned costs relating to any activity funded with federal financial assistance? YES * _____ NO X _____

* If "yes", please describe:

6. Other Saratoga County Awards (cash & non-cash):

IDENTIFY PROGRAM NAME & YEAR OF AWARD	IDENTIFY AMOUNT OF CO. AWARDS
NO SARATOGA COUNTY AWARDS	\$0
_____	_____
_____	_____
_____	_____

Authorized Signature

Date

Attachment 4

**SARATOGA CARE, INC.
BOARD OF TRUSTEES - 2013**

Officers:

Chairperson	Michael D. West
Co-Vice Chairperson	David M. Mastrianni, M.D.
Co-Vice Chairperson	Janice M. White
Treasurer	Michael H. Iacolucci
Secretary	Donna Montalto

<p>Brobston, Dennis A. Saratoga Economic Devel. Corp. 28 Clinton Street Saratoga Springs, NY 12866 587-0945</p> <p>Cell 817-2949 E-mail dbrobston@saratogaedc.com 23 Noord Lane Ballston Lake, NY 12019 877-5850 (Teresa)</p>	<p>CALBONE, ANGELO G. Saratoga Hospital 211 Church Street Saratoga Springs, NY 12866 583-8492</p> <p>Cell 951-8160 E-mail acalbone@saratogacare.org 20 Leaward Way Saratoga Springs, NY 12866 587-9236 (Kate)</p>	<p>Ekman, Judith A. 40 Bumphill Road* Greenfield Center, NY 12833 893-7061 (Rev. John A. Ekman)</p> <p>Cell: 248-9974 E-mail judyekman@gmail.com</p>
<p>Iacolucci, Michael H. (Treasurer) 9 Russell Street* Ballston Spa, NY 12020 885-8196 (Martha)</p> <p>Cell: 852-4920 E-mail miacolul@nycap.rr.com</p>	<p>Mastrianni, David M., MD 3 Care Lane (Co-Vice Chair) Saratoga Springs, NY 12866 226-6000</p> <p>Cell 727-0261 E-mail dmnastrianni@aol.com 44 Vista Drive * Saratoga Springs, NY 12866 583-2878 (Lucille Albergo)</p>	<p>Merecki, Eugene K., MD Malta Family Medicine 100 Saratoga Village Blvd., Ste. 34 Ballston Spa, NY 12020 899-2632</p> <p>Cell 275-2084 E-mail gmerecki@nycap.rr.com 19 Church Street * Greenwich, NY 12834 692-7511 (KIM)</p>
<p>Montalto, Donna MPP (Secretary) American College of OB and GYN 152 Washington Avenue Albany, NY 12210 436-3461</p> <p>Cell 369-7536 E-mail dmontalto@ny.acog.org 1 Michelangelo Drive * Clifton Park, NY 12065</p>	<p>Oppenheim, Alan C. ACO Property Advisors 184 Edie Road Saratoga Springs, NY 12866 584-9578 x 205</p> <p>Cell 461-5139 E-mail alano@acopropertyadvisors.com</p> <p>18 Roberts Lane Saratoga Springs, NY 12866 581-0242 (Maira)</p>	<p>Silver, George J. (Chip), Jr., M.D. Orthopaedic Associates of Saratoga 5 Care Lane Saratoga Springs, NY 12866 587-1737</p> <p>Cell: 527-3222 Email: gsilver@orthosaratoga.com 52 Hearthstone Drive Gansevoort, NY 12831 584-4770 (Elizabeth)</p>

Attachment 4 (cont.)

<p>Skaine, Theresa M. Lemery Greisler LLC 60 Railroad Place, Suite 502 Saratoga Springs, NY 12866 581-8800</p> <p>Cell 852-2226 E-mail tskaine@lemerygreisler.com 3 McLaren Street Saratoga Springs, NY 12866 583-2284 (Lincoln)</p>	<p>Stanley, William R. 1-1/2 Meadow Lane Saratoga Springs, NY 12866 587-3226 (Dora Lee)</p> <p>Cell 796-4581 E-mail khomeboy123@aol.com</p>	<p>Stewart, N. Keith State Farm Insurance P.O. Box 594 820 Route 50 Burnt Hills, NY 12027 399-2975</p> <p>Cell 339-5096 E-mail keith.stewart.cnjn@statefarm.com 102 Wineberry Lane* Malta, NY 12020 899-6755 (Andrea)</p>
<p>Toohey, Michael J., Esq. Snyder Kiley Toohey Corbett & Cox LLP P.O. Box 4367 160 West Avenue Saratoga Springs, NY 12866 584-1500</p> <p>Cell 573-6149 E-mail: mtoohey@sktcclaw.com 30 Longwood Drive* Saratoga Springs, NY 12866 584-3211 (Linda)</p>	<p>von Schenk, Stephan R. The Adirondack Trust Company 475 Broadway Saratoga Springs, NY 12866 584-5844</p> <p>Cell 470-7442 E-mail svonschenk@adironacktrust.com 75 Coolidge Lane Diamond Point, NY 12824 685-5425 (Carolyn)</p>	<p>West, Michael D. (Chairperson) Skidmore College 815 North Broadway Saratoga Springs, NY 12866 580-5810</p> <p>Cell 860-798-0491 E-mail mwest@skidmore.edu 75 Parkhurst Road * Wilton, NY 12831 860-798-0491 (Becky)</p>
<p>White, Janice M. (Co-Vice Chair) 36 Tyler Drive Saratoga Springs, NY 12866 583-6648 (Terrance)</p> <p>Cell 538-3532 E-mail jwhite5048@gmail.com</p>	<p>Bell, Joseph W., M.D. (President of the Medical Staff) Saratoga Surgical Specialists 381 Church Street Saratoga Springs, NY 12866 581-1100</p> <p>Cell 852-7661 E-mail jwbel@yahoo.com 16 Amelia Court Saratoga Springs, NY 12866 (Julie)</p>	

Attachment 5

Community Health Resource Center Business Plan

The activity budgets (attachments 1, 2) included in this proposal represent the first partial year (7 months) of a 5-year projection developed during the feasibility analysis/business-planning phase of the Community Health Resource Center (CHRC) project.

The 5-year projection is, in turn, a portion of the overall business and operational plan developed for the CHRC. The figures included in the Activity Operating and Capital Budget schedules for 2013 represent information derived from the 2013 budgets for Saratoga Hospital.

The 2013 Hospital budgets for the CHRC were derived largely from the original business plan financial projections. However, certain alterations were made to reflect accumulation of additional information about CHRC operations between the time the business plan was developed and the time the Hospital's 2013 CHRC budgets were developed.

Most significantly, the CHRC is not expected to be operational until June of 2013, which necessitated the truncation of the financial forecast included in year 1 of the business plan to reflect a less than full year operating period for the CHRC in 2013

**Community Health Resource Center
Profit and Loss Statement
(As of 6/12/2012)**

	<u>Year 1</u>	<u>Classification on Grant Worksheet</u>
<u>Volumes</u>		
Primary Care	5394	
Lab Tests	1187	
Other Ancillary	809	
<u>Dentistry</u>		
Physician Visits	1610	
Hygienist Visits	1680	
X-Ray	1380	
<u>Psychiatry</u>		
Psychiatrist	2815	
Clinical Social Worker	2100	

<u>Revenue</u>	<u>Year 1</u>
<u>Primary Care</u>	\$372,186
Lab Tests	\$77,155
Other Ancillary	<u>\$224,121</u>
-	\$673,462
<u>Dentistry</u>	
Dentist Visits	\$185,150
Hygienist Visits	\$100,800
X-Ray	<u>\$48,300</u>
-	\$334,250
<u>Psychiatry</u>	
Psychiatry Visits	\$160,465
Social Work	<u>\$176,400</u>
-	\$336,865
-	-
<u>Rental Revenue</u>	\$84,000
-	-
Total Revenue	\$1,428,576

<u>Operating Expenses:</u>	<u>Year 1</u>	<u>Classification on Grant Worksheet</u>
Salaries & Wages		

Primary Care	\$451,861	Salaries
Dentistry	\$278,280	Salaries
Psychiatry	\$269,120	Salaries
	\$999,261	
Administrative Director	\$75,000	Salaries
Employee Benefits (23%)	\$247,080	Fringe

Medical Director Stipend (Primary Care)	\$10,000	Personnel- Other
Outpatient Lab Referral	\$22,547	Not included
Other Ancillary Referrals	\$114,892	Not included
Medical Supplies & Other		
Primary Care	\$35,061	
Dentistry	\$26,740	
Psychiatry	\$0	
Office Supplies		
Primary Care	\$17,800	Program Supplies
Dentistry	\$6,017	Program Supplies
Psychiatry	\$7,373	Program Supplies
EMR Maintenance	\$43,200	Contracted Services
Minor Equipment	\$30,000	Program Supplies
Marketing	\$25,000	Advertising/Marketing
Other Operating Expense (Misc)	\$14,286	Program Supplies
Billing Expense (5% of receipts)	\$52,165	Contracted Services
Transcription	\$32,565	Contracted Services
Housekeeping	\$29,400	Contracted Services
Utilities	\$35,000	Rent/Utilities
Landscape/snow removal/common area	\$6,000	Contracted Services
Malpractice Insurance	\$21,000	Contracted Services
Depreciation Expense		
Building	\$32,500	Depreciation/Interest
Infrastructure	\$15,067	Depreciation/Interest
Primary Care	\$10,587	Depreciation/Interest
Dentistry	\$14,700	Depreciation/Interest
Psychiatry	\$1,727	Depreciation/Interest
Interest Expense	\$63,400	Depreciation/Interest
Property Taxes	\$14,600	Contracted Services
Unrelated Business Income Tax	\$5,300	Contracted Services
Contingency (2%)	\$28,572	Program Supplies
Total Expense	\$2,036,840	
Revenue After Expenses	-\$608,263	

Attachment 5 (cont.)
**Capital Investment and
 Depreciation**

		<u>Classification on Grant Worksheet</u>
Renovations		
Building	1,950,000	Building Purchase
New		
Construction/Renovation	344,875	Construction
New		
Construction/Renovation	127,000	Construction
IS Equipment	50,000	Equipment
Asset Purchases	<u>378,209</u>	Equipment
Total	2,850,084	

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Attachment 5 (cont.)

Volume Assumptions

YEAR 1

Month 1 2 3 4 5 6 7 8 9 10 11 12 Cumulative

Volumes

Primary Care

Physician 1	144	173	201	230	259	288	288	288	288	288	288	288	3023
Midlevel 1	<u>72</u>	<u>100</u>	<u>130</u>	<u>158</u>	<u>187</u>	<u>215</u>	<u>2371</u>						
	216	273	331	388	446	503	503	503	503	503	503	503	5394

Lab Tests

	48	60	73	85	98	111	111	111	111	111	111	111	1187
--	----	----	----	----	----	-----	-----	-----	-----	-----	-----	-----	------

Other Ancillary

	32	41	50	58	67	75	75	75	75	75	75	75	809
--	----	----	----	----	----	----	----	----	----	----	----	----	-----

Dentistry

Dentist	38	58	77	96	115	134	153	172	191	210	229	248	1610
Hygienist	<u>40</u>	<u>60</u>	<u>80</u>	<u>100</u>	<u>120</u>	<u>140</u>	<u>160</u>	<u>180</u>	<u>200</u>	<u>220</u>	<u>240</u>	<u>260</u>	<u>1680</u>

3450	Annual Volume at full capacity
288	Monthly Volume at Full Capacity

Dentist

2300	Annual Volume at full capacity
192	Monthly Volume at Full Capacity

Hygi

0 0 0 0 0 0 0
0 0 0

enist

2400	Annual Volume at full capacity
200	Monthly Volume at Full Capacity

x-Ray 40 60 80 100 120 14 16 18 20 0 0 0 1380

Psychiatry

Psychiatrist 134 161 188 215 242 26 26 26 26 6 6 6 2815
 Clinical Social Worker 100 120 140 160 180 20 20 20 20 0 0 0 2100

Psychiatrist

3220	Annual Volume at full capacity
268	Monthly Volume at Full Capacity

Social Worker

2400	Annual Volume at full capacity
200	Monthly Volume at Full Capacity

Notes:

For Primary Care, assumption is that MD works 46 weeks per

- 1) year, 5 days per week.
Year 1 MD visits begin at 50% of capacity and increase 10% per month At 6
- 2) months, physician at full capacity.
Year 1 Midlevel visits begin at 25% and increase 10% until Month 6; remain at 75%
- 3) THRU Month 9; increase to 100% month 10-12.
- 4) Ratio of Lab Tests to Visits is 0.22
- 5) Ratio of "Other Ancillary" to visits is 0.15

Assumption is that dentist will work 5 days per week, 46

- 6) weeks per year.
Assumption is that hygienist will work 5 days per week, 48 weeks
- 7) per year.
- 8) Both Dentist and Hygienist begin at 20% capacity and increase by 10%; at

month 9 they are at 100% capacity.

For x-ray, assume 100% of hygienist patients through month 9; 50% of

9) hygienist patients thereafter

Psychiatrist will work 46 weeks per year, 5 days per

10) week.

Social Worker will work 48 weeks per year, 5 days

11) per week.

Pt. contact hours per day for Psychiatrist are seven (7) with each patient

12) block equivalent to 30 minutes.

Social worker will see 10 patients per day (45

13) minute blocks).

Based on need in community, assumption is 50% capacity month 1

14) increasing by 10% each month thereafter.

Attachment 5 (cont.)
Revenue Assumptions

Primary Care

Office Visits	-	-	\$69.00	Per Visit	-	-
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			5,394	9,923	10,350	10,350
Total Office Visit Revenue			372,186	684,687	714,150	714,150

Outpatient Referrals- Lab			\$65.00	Per Lab Test		
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Outpatient Lab Referrals			1,187	2,183	2,277	2,277
Total			\$77,155	\$141,895	\$148,005	\$148,005

Outpatient Referrals- Other			\$277.00	Per Referral		
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Outpatient Referrals			809	1488	1553	1553
Total			\$224,121	\$412,301	\$430,043	\$430,043

Dentistry

Office Visits	-	-	<u>Medicaid</u>	<u>All Other</u>		
			Dentist	\$130.00	\$70.00	
			Hygienist	\$60.00	\$60.00	
			X-Ray	\$35.00	\$35.00	
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			1,610	2,300	2,300	2,300
			<u>Dentist- Medicaid</u>			
			1,208	1,725	1,725	1,725
			<u>Dentist- All Other</u>			
			403	575	575	575
			<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>
Regular Visits			1,680	2,400	2,400	2,400
			<u>Hygienist- Medicaid</u>			
			1,260	1,800	1,800	1,800
			<u>Hygienist All Other</u>			
			420	600	600	600
X-Rays			1,380	1,200	1,200	1,200

Total Office Visit Revenue	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Dentist Medicaid	\$156,975	\$224,250	\$224,250	\$224,250	\$224,250
Dentist All Other	<u>\$28,175</u>	<u>\$40,250</u>	<u>\$40,250</u>	<u>\$40,250</u>	<u>\$40,250</u>
	\$185,150	\$264,500	\$264,500	\$264,500	\$264,500
Hygienist Medicaid	\$75,600	\$108,000	\$108,000	\$108,000	\$108,000
Hygienist All Other	<u>\$25,200</u>	<u>\$36,000</u>	<u>\$36,000</u>	<u>\$36,000</u>	<u>\$36,000</u>
	\$100,800	\$144,000	\$144,000	\$144,000	\$144,000
X-Ray	<u>\$48,300</u>	<u>\$42,000</u>	<u>\$42,000</u>	<u>\$42,000</u>	<u>\$42,000</u>
	\$334,250	\$450,500	\$450,500	\$450,500	\$859,000

Psychiatry

Office Visits	-	-	\$57.00	Per Visit for Medication Management	-
			\$84.00	Per Visit for Counseling Services	-
					-
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist Visits	2,815	3,220	3,220	3,220	3,220
Social Worker Visits	2,100	2,400	2,400	2,400	2,400
Total Office Visit Revenue					-
Psychiatry Visits	\$160,465	\$183,540	\$183,540	\$183,540	\$183,540
Social Worker Visits	<u>\$176,400</u>	<u>\$201,600</u>	<u>\$201,600</u>	<u>\$201,600</u>	<u>\$201,600</u>
	\$336,865	\$385,140	\$385,140	\$385,140	\$385,140

Attachment 5 (cont)

Expense Assumptions

Primary Care

Outpatient Lab Referrals	\$19.00/referral
Other Ancillary Referrals	\$142.00/referral
Medical Supplies and Other	\$6.50 per visit (per MB analysis of SH practices)
Office Supplies	\$3.30/visit (based on MB analysis)
EMR	1,200/month
Transcription	\$3.75/visit (based on MB analysis)
Malpractice	\$9000 per MD/\$7,000 per extender
Utilities	\$5.00/square foot (3500 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$0.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Dentistry

Medical Supplies and Other	8% of revenue for dentistry (to include x-ray)
Office Supplies	1.8% of revenue (based on ADA Dental Survey)
EMR	1,200/month
Transcription	\$3.75/visit (carried PC assumption through dentistry)
Malpractice	\$2,500.00
Utilities	\$5.00/square foot (1,700 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Psychiatry

Office Supplies	\$1.50/office visit
EMR	1,200/month
Malpractice	\$2,500.00
Utilities	\$5.00/square foot (1,700 square feet)
Depreciation	IS and Other Equipment depreciated at 7 years
Housekeeping	\$.35/square foot
Marketing	Simple plug number- \$25K year 1; \$10K thereafter
Other Operating Expense (Misc)	1% of revenue

Attachment 5 (cont.)
Staffing Assumptions

Primary Care

<u>Position</u>	<u>Rate</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Physician	\$74.36	1.0	1.0	1.0	1.0	1.0
Mid-level	\$46.15	1.0	1.0	1.0	1.0	1.0
Physician	\$74.36		1.0	1.0	1.0	1.0
RN- Lead	\$27.00	1.0	1.0	1.0	1.0	1.0
LPN	\$18.00	1.2	2.4	2.4	2.4	2.4
MOA	\$14.00	2.1	3.2	3.2	3.2	3.2
Medical Records	\$14.00	0.5	1.1	1.1	1.1	1.1
Case Manager/Referral Specialist	\$18.00	1.1	1.1	1.1	1.1	1.1

	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
			\$145,000	\$149,350	\$153,830	\$158,440	\$163,190
Physician	\$74.36	1950	0	0	1	5	9
							\$101,290
Mid-level	\$46.15	1950	\$90,000	\$92,700	\$95,481	\$98,345	6
				\$145,000	\$149,350	\$153,830	\$158,440
Physician	\$74.36	1950		0	0	1	5
RN- Lead	\$27.00	2080	\$56,160	\$57,845	\$59,580	\$61,368	\$63,209
LPN	\$18.00	2080	\$43,805	\$89,856	\$92,552	\$95,328	\$98,188
							\$101,820
MOA	\$14.00	2080	\$61,152	\$93,184	\$95,980	\$98,859	5
Medical Records	\$14.00	2080	\$14,560	\$32,032	\$32,993	\$33,983	\$35,002
Case Manager/Referral Specialist	\$18.00	2080	<u>\$41,184</u>	<u>\$42,420</u>	<u>\$43,692</u>	<u>\$45,003</u>	<u>\$46,353</u>
			<u>\$451,860</u>	<u>\$702,380</u>	<u>\$723,450</u>	<u>\$745,160</u>	<u>\$767,510</u>
			1	6	8	2	6
	Benefit Factor (23%)		<u>\$103,920</u>	<u>\$161,540</u>	<u>\$166,390</u>	<u>\$171,380</u>	<u>\$176,520</u>
			8	9	5	7	9
			<u>\$555,780</u>	<u>\$863,930</u>	<u>\$889,850</u>	<u>\$916,540</u>	<u>\$944,040</u>
			9	5	3	9	5

Dentistry

<u>Position</u>	<u>Rate</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Dentist	\$76.92	1950	1.0	1.0	1.0	1.0	1.0
Hygienist	\$28.85	2080	1.0	1.0	1.0	1.0	1.0
Dental Assistant	\$16.83	2080	1.0	2.0	2.0	2.0	2.0
Receptionist/Biller	\$16.00	2080	1.1	1.1	1.1	1.1	1.1

	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
			\$150,000	\$154,500	\$159,130	\$163,900	\$168,820
Dentist	\$76.92	1950	0	0	5	9	6
Hygienist	\$28.85	2080	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531

Dental Assistant	\$16.83	2080	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Receptionist/Biller	\$16.00	2080	<u>\$33,280</u>	<u>\$34,278</u>	<u>\$35,307</u>	<u>\$36,366</u>	<u>\$37,457</u>
			<u>\$278,280</u>	<u>\$286,628</u>	<u>\$295,227</u>	<u>\$304,084</u>	<u>\$313,207</u>
			0	8	7	4	7
		Benefit Factor					
		(23%)	<u>\$64,004</u>	<u>\$65,925</u>	<u>\$67,902</u>	<u>\$69,939</u>	<u>\$72,038</u>
			<u>\$342,284</u>	<u>\$352,553</u>	<u>\$363,130</u>	<u>\$374,023</u>	<u>\$385,244</u>

Psychiatry

<u>Position</u>	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist	\$102.56	1950					
Social Worker	\$19.23	2080	1.0	1.0	1.0	1.0	1.0
Receptionist	\$14.00	2080	1.0	1.0	1.0	1.0	1.0
	<u>Rate</u>	<u>Hours</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Psychiatrist	\$102.56	1950	\$200,000	\$206,000	\$212,180	\$218,545	\$225,102
Social Worker	\$19.23	2080	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
Receptionist	\$14.00	2080	<u>\$29,120</u>	<u>\$29,994</u>	<u>\$30,893</u>	<u>\$31,820</u>	<u>\$32,775</u>
			<u>\$269,120</u>	<u>\$277,194</u>	<u>\$285,509</u>	<u>\$294,074</u>	<u>\$302,897</u>
			0	4	9	5	7
		Benefit Factor					
		(23%)	<u>\$61,898</u>	<u>\$63,755</u>	<u>\$65,667</u>	<u>\$67,637</u>	<u>\$69,666</u>
			<u>\$331,018</u>	<u>\$340,948</u>	<u>\$351,177</u>	<u>\$361,712</u>	<u>\$372,563</u>

Attachment 5 (cont.)

Equipment

Primary Care

Rooms

	<u>Number</u>	<u>Retail Cost</u>	<u>Total Cost</u>
Exam Table	6	\$2,000	\$12,000
Bariatric Table	3	\$3,500	\$10,500
Step Stool	9	\$60	\$540
Lift Exam Stool with cushion	9	\$910	\$8,190
Waste Baskets	9	\$86	\$774
Welch Allyn Wall Mount	9	\$1,800	\$16,200
Exam Light	2	\$250	\$500
Sharp Container	9	\$36	\$324
Side Chairs	9	\$200	\$1,800
Mayo Stand	2	\$200	\$400
Soap Dispenser	9	\$36	\$324
Towel Dispenser	9	\$36	\$324

Equipment

Digital Spirometer	1	\$2,400	\$2,400
Cryosurgery Unit	1	\$2,500	\$2,500
Mist Medication Nebulizer- Adult	1	\$164	\$164
Mist Medication Nebulizer- Pediatric	2	\$164	\$328
Cardiac Atria	1	\$4,520	\$4,520
Hand help Pulse Oximeter	2	\$600	\$1,200
Crash Cart	1	\$250	\$250
Audiometer w/ power	1	\$1,700	\$1,700
Stereo Optical Vision Tester	1	\$1,770	\$1,770
Eye Level Physician Scale	1	\$600	\$600
Pediatric Beam Scale	1	\$645	\$645
Wheelchair	2	\$500	\$1,000
Autoclave/Sterilizer	1	\$5,800	\$5,800
Stethoscope	6	\$265	\$1,590
Pyxis	1	\$2,500	\$2,500

Computer

Work Stations	8	\$1,500	\$12,000
Tablets (for EMR)	3	\$3,500	\$10,500

Offices

MD Office	2	\$5,000	\$10,000
Extender Office	1	\$3,500	\$3,500
Case Manager/Referral Specialist	1	\$3,500	\$3,500
Lead Nurse	1	\$3,500	\$3,500

Multi-purpose Room

Conference Table	1	\$800	\$800
Chairs	8	\$300	\$2,400
Art work	1	\$500	\$500

Reception

Chairs	3	\$300	\$900
File Cabinets	1	\$880	\$880

	Fax Machine			
	Copier			
	Printer	1	\$2,500	\$2,500
	Label Printer	3	\$800	\$2,400
	Credit Card Machine	2	\$300	\$600
	Phone System	1	\$2,500	\$2,500
	Shredder	1	\$200	\$200
	Waste Baskets	3	\$10	\$30
Waiting Room				
	Chairs	15	\$500	\$7,500
	Side Tables	3	\$200	\$600
	Coat Rack	1	\$200	\$200
	Magazine Rack	1	\$400	\$400
	Television	1	\$300	\$300
	Waste Receptacle	2	\$10	\$20
	Water Cooler	1	\$300	\$300
Break Room				
	Conference Table	1	\$800	\$800
	Chairs	8	\$100	\$800
	Refrigerator	1	\$1,000	\$1,000
	Coffee Pot	1	\$150	\$150
	Microwave	1	\$200	\$200
	Ice Machine	1	\$400	<u>\$400</u>
	Total Cost			\$148,223
	Depreciation (7 years)			\$21,175

DENTISTRY

Rooms	Number	Retail Cost	Total Cost
Surgical Chair	3	\$8,000	\$24,000
Plus IV Arm Board	3	\$850	\$2,550
Plus Patient Arm with sling	3	\$525	\$1,575
Precision Comfort Deluxe 4 pos	3	\$340	\$1,020
Manual Ctr 1 wet/1dry HP	3	\$525	\$1,575
Built in scaler	3	\$1,165	\$3,495
Duo-flexible work station wall mounted	3	\$4,925	\$14,775
Operators Stool	3	\$475	\$1,425
Assistants Stool	3	\$550	\$1,650
Self-contained H2O system	3	\$150	\$450
Drain/motor/hoses	1	\$3,500	\$3,500
Track Mounted Light	3	\$3,700	\$11,100
Misc Cabinetry	3	\$7,800	\$23,400
Oral Surg Mobile Stand	1	\$4,400	\$4,400
X-Ray Unit	1	\$3,895	\$3,895
Film Processor	1	\$4,100	\$4,100
Daylight Loader	1	\$1,000	\$1,000
Air Compressor	1	\$5,300	\$5,300
Dry Vacuum System	1	\$10,500	\$10,500
Delta 10" autoclave	1	\$3,800	\$3,800
Cassette Rack for Delta	1	\$150	\$150

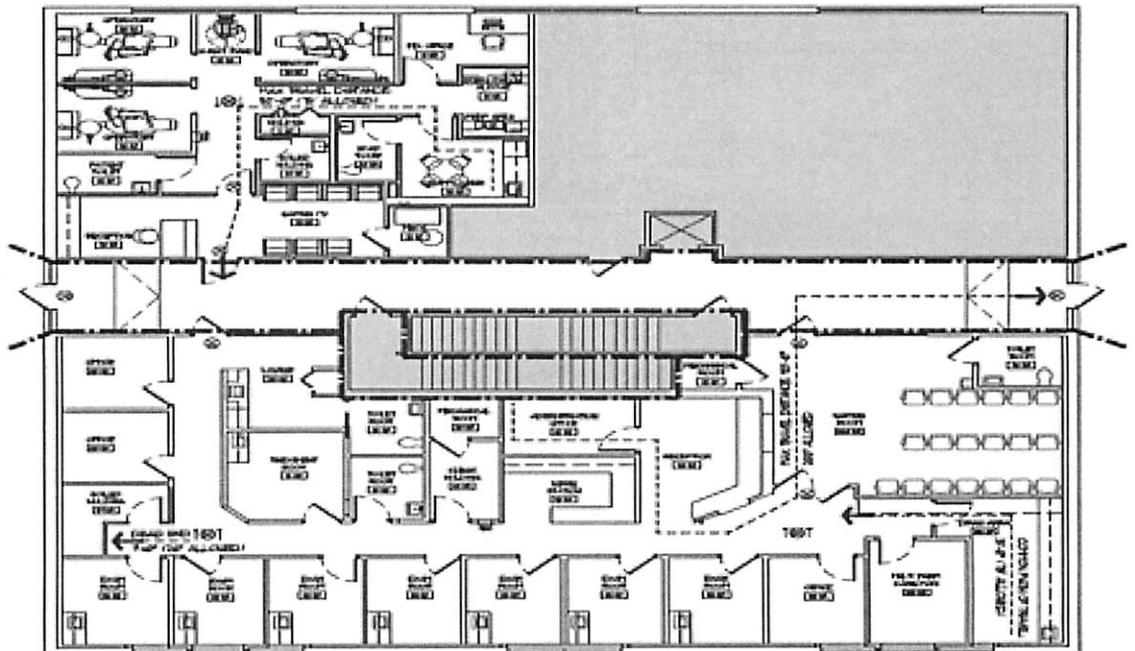
Satim Quick Cycle Sterilizer	1	\$3,750	\$3,750
Hydrim Instrument Washer	1	\$2,900	\$2,900
X-Ray Unit Panoramic	1	\$35,000	\$35,000
Sharps Container	3	\$36	\$108
Waste Receptacle	3	\$86	\$258
Crash Cart	1	\$250	\$250
Wheelchair	1	\$500	\$500
Dentrix Computer Software	1	\$7,500	\$7,500
Computer Hardware (per work station)	5	\$1,500	\$7,500
Consult/Multi-purpose Room			
Conference Table	1	\$400	\$400
Chairs	6	\$300	\$1,800
Artwork	1	\$500	\$500
Provider Office	1	\$5,000	\$5,000
Reception Desk			
Chairs	2	\$300	\$600
File Cabinet	1	\$880	\$880
Multifunctional Devise	1	\$2,500	\$2,500
Calculator	1	\$20	\$20
Phone System	1	\$2,000	\$2,000
Shredder	1	\$200	\$200
Credit Card Machine	1	\$300	\$300
Label Printer	2	\$800	\$1,600
Waste Receptacle	1	\$10	\$10
Waiting Room			
Chairs	10	\$500	\$5,000
Side Tables	2	\$200	\$400
Coat Rack	1	\$200	\$200
Magazine Rack	1	\$400	\$400
Waste Receptacle	2	\$10	\$20
Television	1	\$300	\$300
Break Room			
Small Table	1	\$300	\$300
Chairs	6	\$100	\$600
Refrigerator	1	\$1,000	\$1,000
Coffee pot	1	\$150	\$150
Microwave	1	\$200	<u>\$200</u>
		Total Cost	\$205,806
		Depreciation (7 years)	\$29,401

PSYCHIATRY	<u>Number</u>	<u>Retail Cost</u>	<u>Total Cost</u>
Provider Office	1	\$5,000	\$5,000
Social Worker Office	1	\$5,000	\$5,000
Computer			
Work Stations	3	\$1,500	\$4,500
Reception			
Chairs	1	\$300	\$300
File Cabinet	1	\$880	\$880
Multi-functional Device	1	\$2,500	\$2,500

Waiting Room	Phone System	1	\$1,000	\$1,000
	Chairs	6	\$500	\$3,000
	Side Table	2	\$200	\$400
	Coat Rack	1	\$200	\$200
	Magazine Rack	1	\$400	\$400
	Art Work	1	\$1,000	<u>\$1,000</u>
	Total Cost			\$24,180
	Depreciation (7 years)			\$3,454

Attachment 6

Community Health Resource Center



Attachment 7: CV for the Director of the Saratoga Community Health Resource Center

Srilaxmi Tumuluri MD

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CURRENT POSITION

Saratoga Hospital, Saratoga Springs, NY

January 2013 to present

Primary Care, Internal Medicine

Medical Director, Saratoga Community Health Resource Center

PREVIOUS POSITIONS

Veterans Affairs Medical Center, Albany, NY

November 2011 to October 2012

Academic Hospitalist Attending

Responsibilities include inpatient teaching/ward attending, peri-operative consultations, after-hours coverage of primary care clinics, approving outside hospital transfers and providing transient in patient surgical coverage.

University of Chicago Section of Hospital Medicine, Chicago, IL

July 2008 to June 2009

Clinical Associate/full time attending on hospitalist services, teaching services at UCH, Mercy Hospital in inner city Chicago.

POSTGRADUATE TRAINING

University of Chicago Hospitalist Scholars Fellowship, Chicago, IL

July 2009 to March 2012

Research training program that combines clinical experience, training in formal research methodology, grant submissions.

Part of training funded by T32 grant for Masters in Science Degree

New York Presbyterian Hospital/Weill Cornell Medical Center, New York, NY

June 2004 to June 2007

Internal Medicine Residency, Primary Care Track

In addition to working in the inpatient setting, outpatient experience was at a community-based clinic in Queens providing primary care to diverse immigrant and/or underserved communities.

Cornell Internal Medicine Associates, New York, NY

Feb 2007 to May 2007

Assistant Chief Resident

Led morning report, organized resident lectures, and performed administrative duties for resident practice.

GHEKIO- The Haitian Study Group on Kaposi's Sarcoma and Opportunistic Infections, Port-au-Prince, Haiti.

July 2006 to August 2006

Worked alongside Haitian colleagues providing routine medical care and treatment for HIV-infected patients.

EDUCATION

University of Chicago, Chicago, IL

June 2011 to present

Masters of Science in Health Studies

Expected graduation date Spring 2013

Coursework in health services research including Regression, Longitudinal Analysis, Epidemiology, Biostatistics, Health policy analysis

Research project: Variations in preventable hospitalization rates among Medicaid recipients across the US

State University of New York at Stony Brook, NY

August 2000 to June 2004

Doctor of Medicine, Alpha Omega Alpha Medical Honor society

Outside elective includes Research Based Health Advocacy course at Montefiore Hospital, NY

Bryn Mawr College, Bryn Mawr, PA

August 1998 to August 1999

Post-Baccalaureate Pre-Medical coursework

University of Pennsylvania, Philadelphia, PA

Sept 1991 to Dec 1995

BS in Finance with honors, The Wharton School of Business

BA in Economics with honors, The College of Arts and Sciences

Study abroad semester in Leuven, Belgium doing coursework on European Integration

SKILLS & INTERESTS

Conversational in Spanish, Telugu, Hindi

Professional Interests- Health economics, health care access and disparities, medical education Lived or worked internationally in Haiti, Central America, Israel, India

BOARD CERTIFICATION

American Board of Internal Medicine, certified 2007

1.16.2013