

# Upstate outlook

News on education, biomedical research & health care at SUNY Upstate Medical University • Syracuse, NY

Community Impact Report

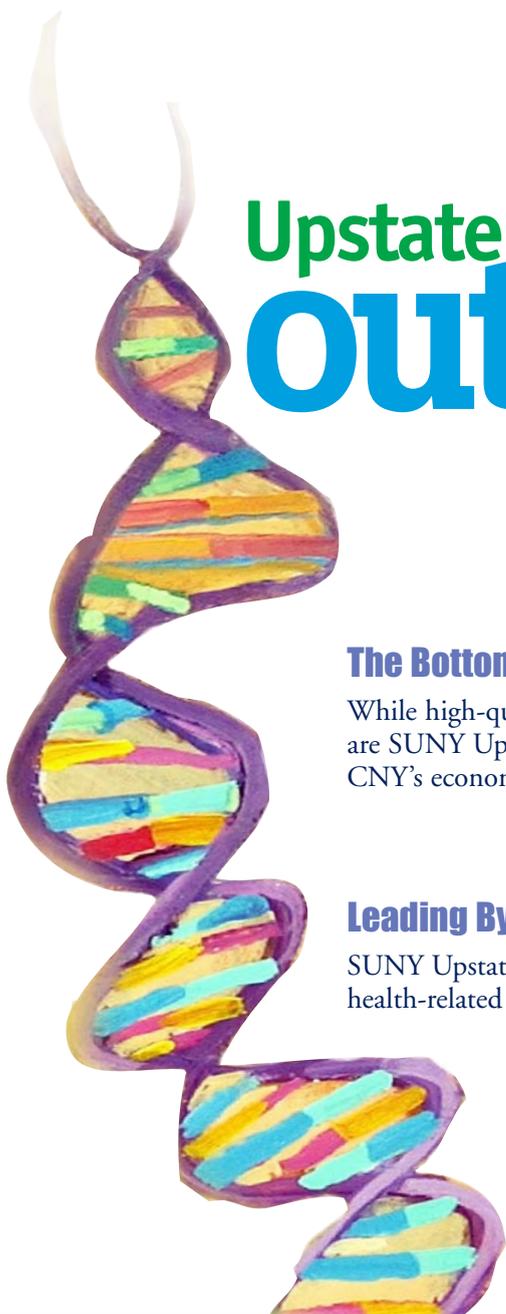
Summer 2005

\$16.9 million  
annual student  
spending

RX  
10,597 jobs  
\$1.54 billion  
\$200 million construction

**Economic  
Impact:**  
How SUNY Upstate  
stimulates the  
CNY Economy





# Upstate outlook



## The Bottom Line

While high-quality healthcare, education and biomedical research are SUNY Upstate's chief priorities, it also contributes mightily to CNY's economic vitality.

by Leslie Eimas and Daniel Hurley

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## Leading By Example

SUNY Upstate often leads the charge in tackling the region's greatest challenges – health-related and otherwise.

by Denise Owen Harrigan and Leslie Eimas

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Upstate  
outlook

SUMMER 2005

**PUBLISHER**  
**Ronald R. Young**  
Vice President, Public and  
Governmental Affairs

**EXECUTIVE EDITORS**  
**Darryl Geddes**  
Director, Public and  
Media Relations  
**Melanie Rich**  
Director, Marketing and  
University Communications

**EDITOR-IN-CHIEF**  
**Denise Owen Harrigan**

**DESIGNERS**  
**Susan Keeter**  
**Bess Collins**  
(Economic Impact Report)

**WRITERS**  
**Leslie Eimas**  
**Denise Owen Harrigan**  
**Daniel Hurley**  
**Susan Keeter**

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as an extensive clinical health  
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University Hospital and numer-  
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information, visit us online  
at [www.upstate.edu](http://www.upstate.edu) or phone  
us at 315-464-4836.

For corrections, story  
suggestions and  
submissions, contact  
Denise Owen Harrigan,  
315-464-4822 or e-mail  
[harrigad@upstate.edu](mailto:harrigad@upstate.edu)

**For additional copies,  
call 315-464-4836.**

*Upstate Outlook* offices are  
located at 250 Harrison St.,  
Syracuse, NY 13202

**Cover**  
and illustrations  
on pages 2, 8, 12 & 13  
Susan Keeter



## From the Publisher

The value of an organization can be measured in the financial realm and/or by the impact it has upon the community in which it thrives.

We should forever ask the question... what would this community be like if we were not here? In this issue of *Upstate Outlook* we answer that question on a number of fronts. We reflect on the economic impact and the community impact that SUNY Upstate Medical University has had and will have. In both instances, all is driven by the people who work here. Nothing this organization influences would be possible without the dedication and commitment of people, whether employee, student or volunteer.

While we report in this issue what we have influenced and contributed to the well being of our community, the future holds even greater promise. We fully realize that we cannot stand still and reach the vision we have: to move from being a good organization to being a great organization. We also understand that we have a solid foundation from which to grow, yet we recognize that change is

inevitable. And our ability to pursue the future will require new knowledge and changes within our control.

Our capacity for change is often debated. Some would say we embrace it, as long as it doesn't impact me...some say if it's not broken don't fix it. In the final analysis, the world around us changes whether we do or not. If we are to thrive we will need to change ahead of it, as well as with it. And no matter what change is initiated, it will require collaboration and fortitude of leadership to implement.

This issue of *Upstate Outlook* illustrates what we mean to others. Our ability to change will dictate how we will be valued in the future.

**Ronald R. Young**  
Publisher and Vice President  
for Public and Governmental Affairs



SUSAN KAHN

# Making Our Community Healthier, Wealthier and Wiser

## The Multiple Missions of SUNY Upstate.

**Healthier?** That's no surprise. In Central New York, SUNY Upstate Medical University is most widely recognized for its medical mission, thanks to its unparalleled concentration of health care professionals and the prominence of its teaching hospital, University Hospital.

**As for wiser,** SUNY Upstate is also known as the trusted training ground for multiple medical careers — and as home to a vigorous biomedical research program.

**But wealthier?** If SUNY Upstate does not jump to mind as a major economic driver, it should. We are Onondaga County's largest employer and likely its largest revenue producer, in addition to being the epicenter of a 19-county healthcare system.

Economically speaking, Central New York is still evolving from a manufacturing to service economy — and SUNY Upstate plays a vital role in that transition. The 6,305 people we employ — and their combined salaries of \$358.6 million — stimulate the creation of another 4,292 jobs\* in our community, many in the service sector.

And the \$671 million that SUNY Upstate spends each year has a huge ripple effect in our community. Once you factor in the 2.3 multiplier effect established by the Association of American Medical Colleges, SUNY Upstate has an annual economic

\*according to the Healthcare Association of New York State.



**Annual Return on New York State Investment**



**SUNY Upstate's Total Annual Impact on Local Economy**  
**\$1.54 billion**

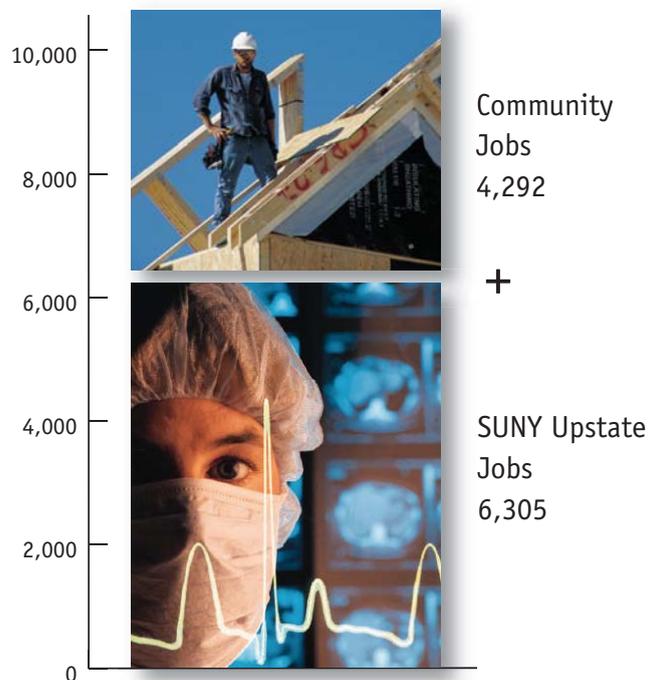
*In 2003-04, the State of New York allotted to SUNY Upstate \$121.2 million to help pay for clinical services, educational programs, and benefits. During that period, SUNY Upstate's impact on the local economy was \$1.54 billion (see pages 4 & 5 for details on the multiplier effect). In other words, for every \$1 spent by the state, SUNY Upstate infused nearly \$13 into the local economy.*

impact of \$1.54 billion. (If you consider that New York State contributes \$121.2 million toward that \$1.54 billion impact, then the state realizes a gain of nearly \$13 for every \$1 it spends on SUNY Upstate.)

So in predictable and sometimes very unpredictable ways, SUNY Upstate makes Central New York much healthier, wealthier and wiser. This issue of *Upstate Outlook* explores our impact, beginning with how we keep the local economy, as well as our community, very, very healthy.

## Economic Impact

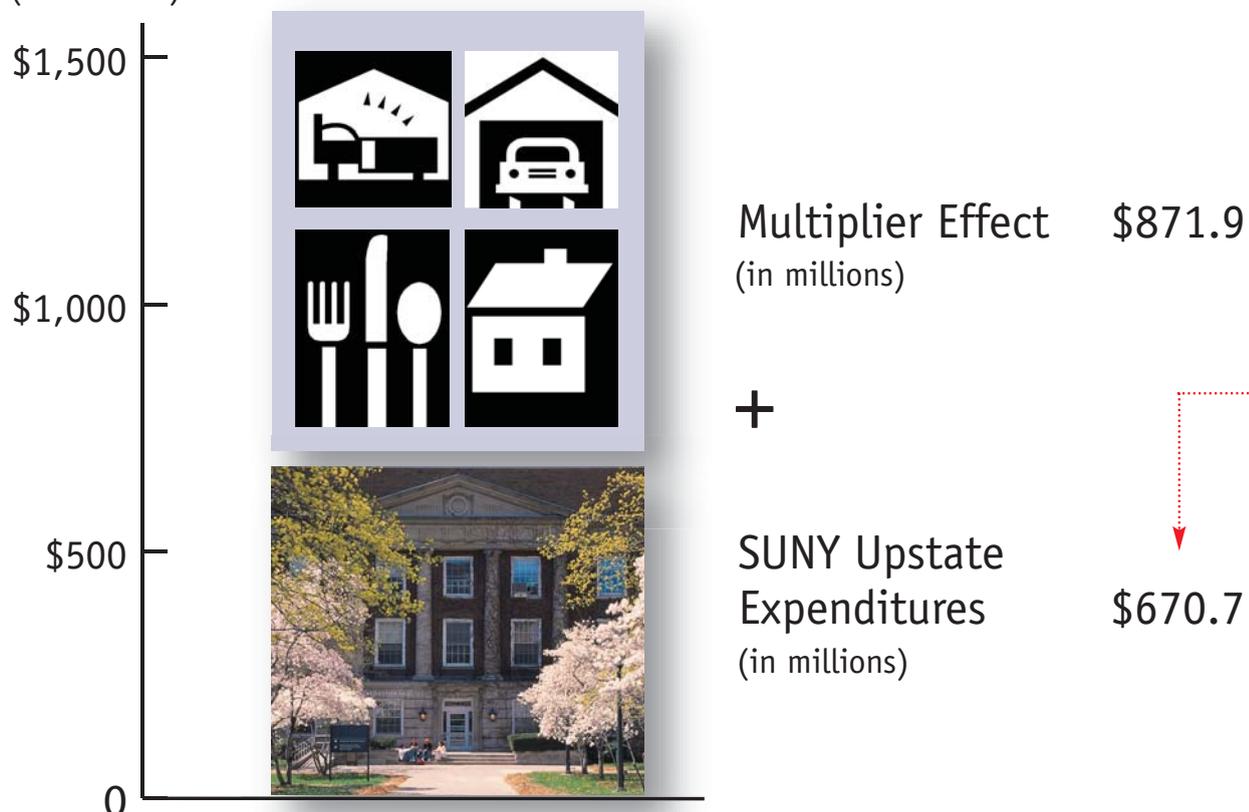
### Jobs Created: 10,597



SUNY Upstate employs more people — 6,305 — than any other employer in Onondaga County. They work in a wide range of skill levels from doctor, nurse, therapist and research scientist to child care, food service and environmental service worker. The Healthcare Association of New York State estimates that every 100 jobs at a hospital in Syracuse leads to the creation of 68 jobs in the local community. That means SUNY Upstate, with its workforce of 6,305, is responsible for an additional 4,292 community jobs, leading to a total of 10,597 jobs.

### Annual Impact on the Economy: \$1.54 billion

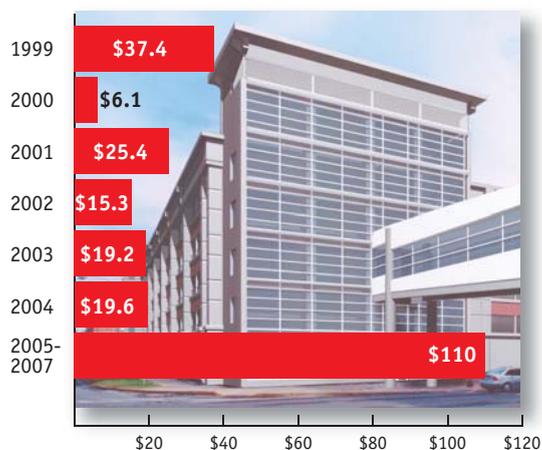
(in millions)



SUNY Upstate spent \$670.7 million in 2003-04. Most of those expenditures went toward employee salaries and benefits and overall operating costs. According to the Association of American Medical Colleges, every \$1 spent by an academic medical center like Upstate, stimulates another \$1.30 of business activity, generating a multiplier (or ripple) effect of \$871.9 million. This includes the money our employees spend on houses, food, clothing and taxes; the meals purchased by our visitors; the apartments rented by our students, and so on. Altogether, we estimate an impact on the economy of \$1.54 billion.

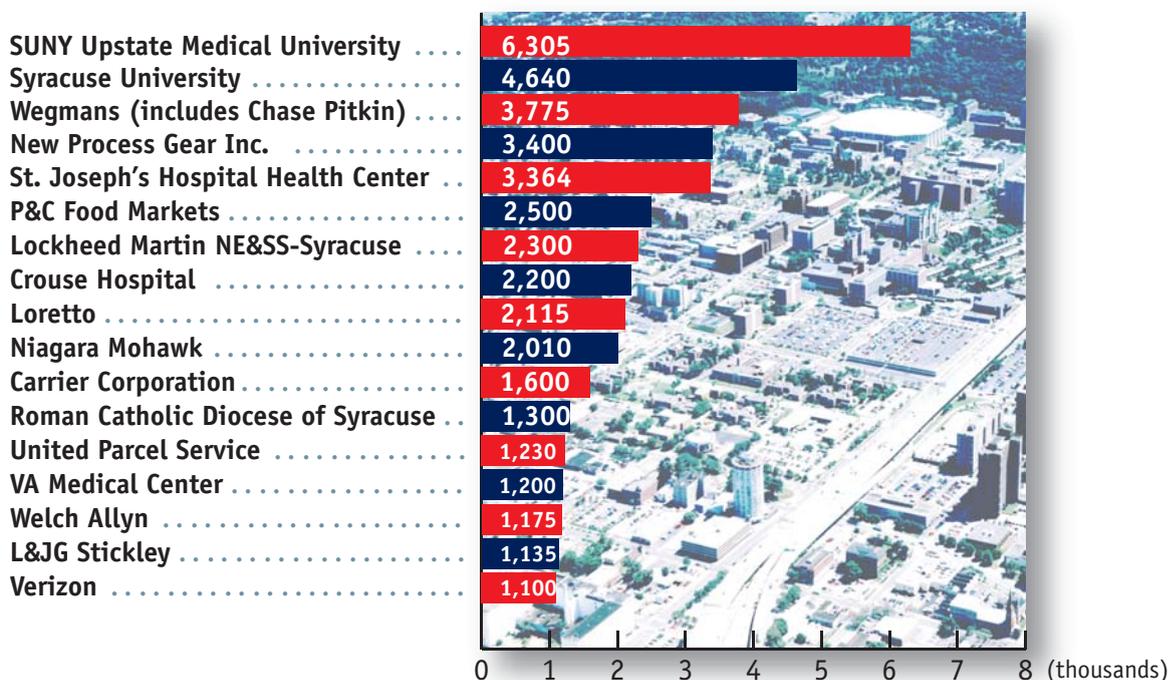
### Construction Expenditures

(in millions)



Since 1994, SUNY Upstate has spent nearly \$200 million on renovations, additions and new buildings. This includes construction of the East Wing of University Hospital in 1994 (\$52 million), the Health Sciences Library in 1995 (\$14.4 million) and the Institute for Human Performance in 2000 (\$50 million). Once the proposed Children's Hospital and vertical expansion of University Hospital are complete in early 2008 — at a projected cost of \$110 million — SUNY Upstate will have injected more than \$300 million into the local construction economy in a period of about 15 years.

### Major Employers in Onondaga County



SUNY Upstate is the largest employer in Onondaga County, according to the Greater Syracuse Chamber of Commerce. With an annual income of \$702.1 million, it is also likely the largest — or one of the largest — in terms of revenues. Because most local companies are headquartered out of town or privately held, revenues are difficult to compare.

## Expenditures for Current Operations (in millions)

Salaries and Benefits	\$358.6
Operating Costs	\$285.1
Construction	\$19.6
Direct Support Organizations	\$7.4
<b>Total</b>	<b>\$670.7</b>



Running a university with a teaching hospital is expensive. SUNY Upstate spent more than \$670 million in the Syracuse area in 2003-2004. The biggest expense — employee salaries and benefits — accounted for 53 percent of the total budget at \$358.6 million. Operating costs came in a close second at 42.5 percent or \$285.1 million.

### Non-Tuition Spending by Students, estimated (in millions)

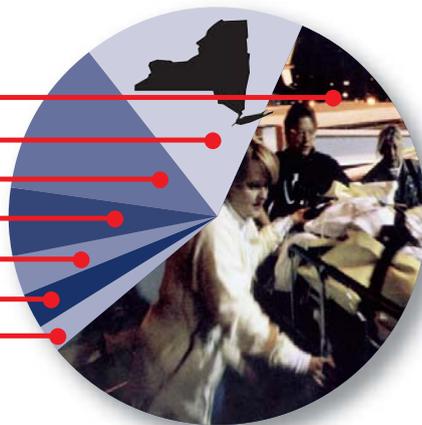
Housing	\$7,354,440
Health Insurance	\$673,417
Travel	\$2,112,815
Personal	\$1,836,390
Books and Supplies	\$1,099,015
Food	\$3,787,493
<b>Total Student Spending</b>	<b>\$16,863,570</b>



SUNY Upstate's 1,113 students spent an estimated \$16.9 million on non-tuition items such as housing, food, books, supplies, personal expenses and travel in 2004-2005. That averages out to \$1.4 million per month.

### Sources of Revenue (in millions)

Clinical and Hospital Activities	\$402.6
State Support	\$121.2
Grants, Donations, Private Support	\$85.4
Sponsored Programs	\$38.0
Auxiliaries	\$21.7
Construction	\$19.6
Tuition and Fees	\$13.8
<b>Total Revenues</b>	<b>\$702.3</b>



Like all public universities, SUNY Upstate is partially funded by the state. But state support accounts for just 17 percent of the university's total income in 2003-2004. The biggest source of revenue — 57 percent — comes from clinical and hospital activities, despite the fact that as a state-run academic medical center, SUNY Upstate offers services based on need, not profit.

### Research Revenues (in millions)

Federal	\$23.9
State	\$ 1.7
Other (includes private companies, foundations and societies)	\$12.5
<b>Total Research Funds</b>	<b>\$38.1</b>



In 2003-2004, the research faculty at SUNY Upstate received more than \$38 million a year — triple the funding a decade ago — for more than 600 research projects. Our scientists conduct laboratory studies in search of fundamental new knowledge as well as clinical trials to determine the best methods for treating illness and disease. This research impacts the treatment of dozens of conditions including AIDS, cancer, cardiovascular disease, cerebral palsy, diabetes, hepatitis C, lupus and tuberculosis.

## Economic Impact

### If you build it, they will help

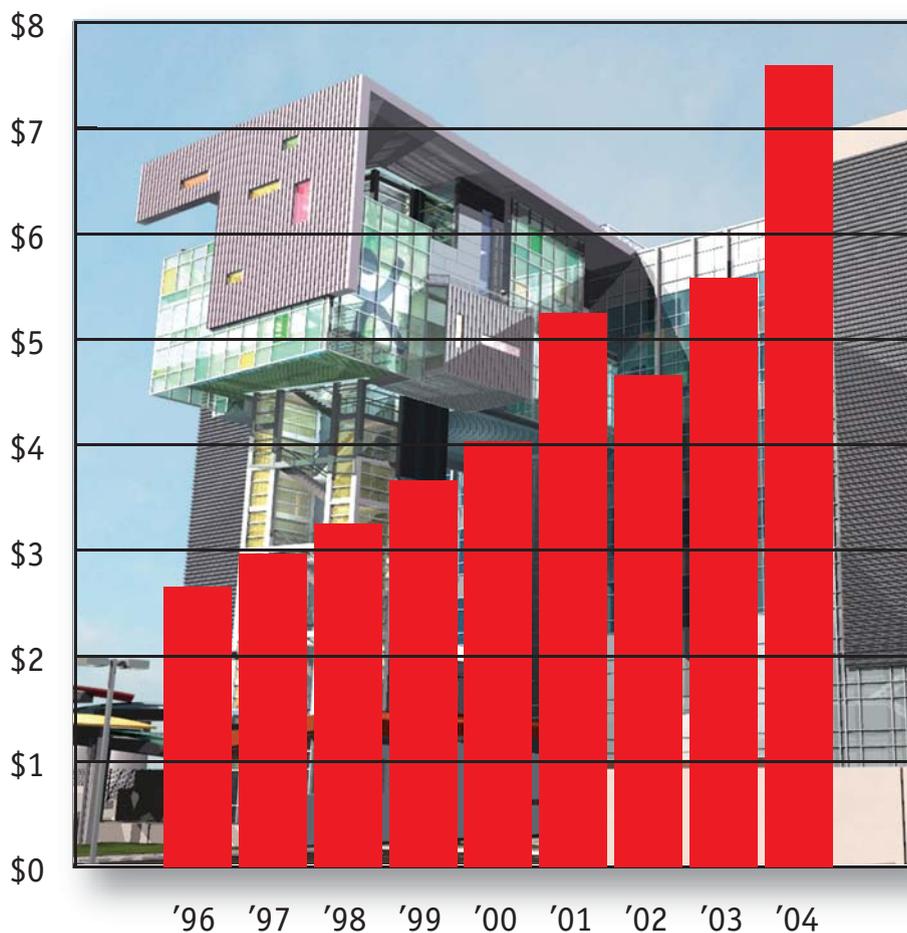
When University Hospital announced its desire to build a children's hospital two years ago, Central New Yorkers not only endorsed the idea, they wanted to contribute. The campaign for a CNY Children's Hospital at University Hospital has since raised close to \$15 million in the community — for what will become a major community asset.

Gifts to the CNY Children's Hospital fund have ranged from half a million dollars (from Kinney Drugs for the Olivia Pietrafesa Children's Surgery Center) to pocket change (for paper bricks sold in pediatricians' offices) and gifts from children's piggy banks. Large or small, each donation is helping to equip and customize the 62-bed children's hospital, which will open in early 2008, crown the vertical expansion of University Hospital — and surely raise the bar for child- and family-friendly hospital space.

Below is a rendering of the proposed six-story expansion of University Hospital's East Wing. The top two floors are the CNY Children's Hospital with a dedicated "treehouse" entrance off Irving Avenue. University Hospital is to the right and Adams Street runs across the bottom.

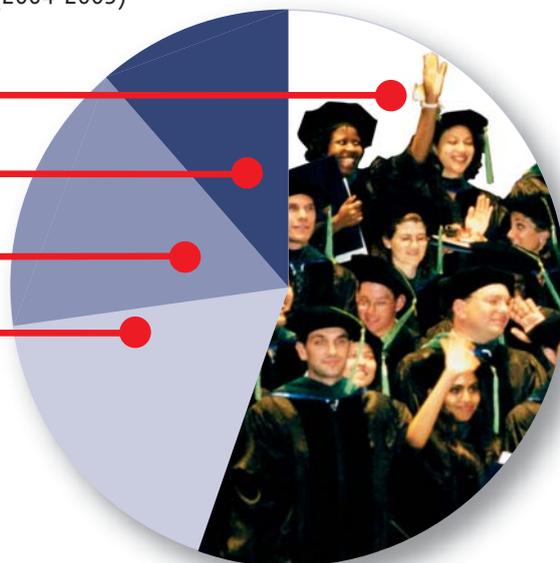


### Upstate Medical University Foundation Gifts (in millions)



The Upstate Medical University Foundation raises money for SUNY Upstate and University Hospital through endowment campaigns, annual campaigns such as "Friend in Deed" and several major annual fundraising events. Annual gifts have nearly tripled over the last eight years from \$2,651,572 in 1996 to \$7,600,983 in 2004.

### Student Enrollment by College (2004-2005)



SUNY Upstate educates more than 1,100 students each year for careers in 11 health care fields. Our students become doctors, nurse practitioners, biomedical scientists and more. Because of the excellent quality of our programs and the strong demand for health care workers, nearly all of our graduates seeking jobs or advanced training programs find them.

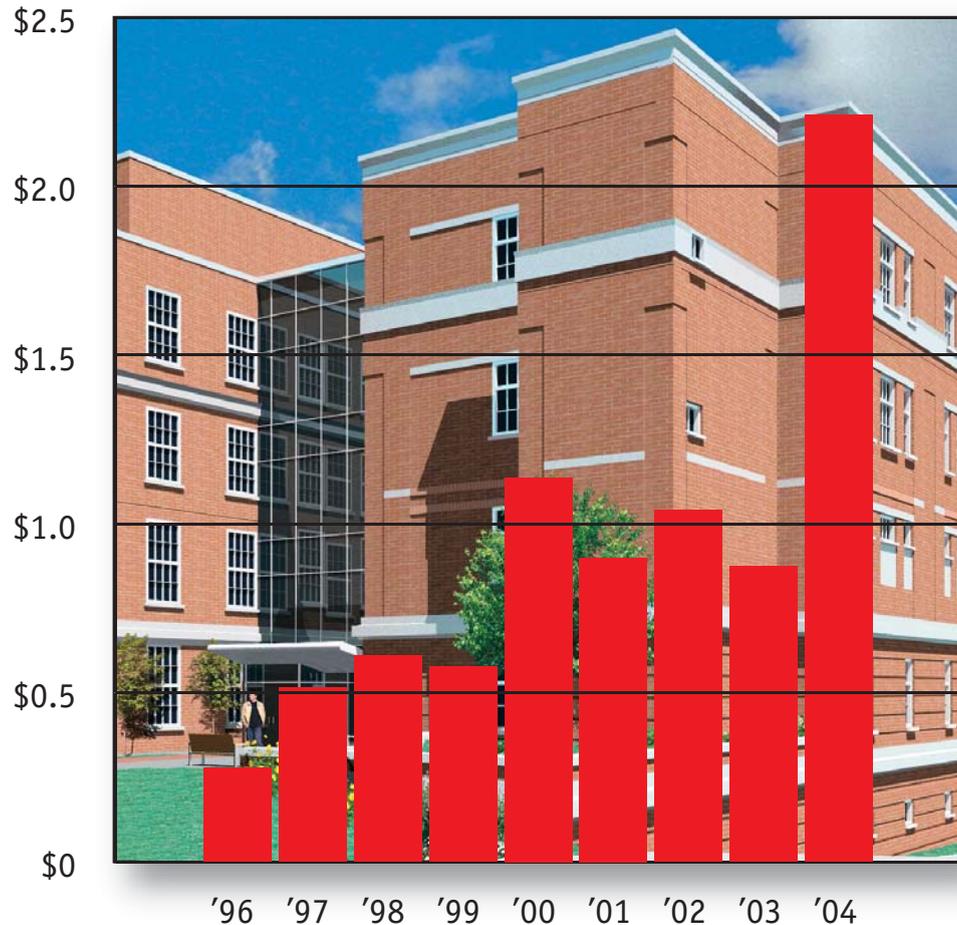
## Doctors...and donors

After earning their degrees, SUNY Upstate College of Medicine alumni scatter to practice medicine. But evidence of their gratitude is increasingly visible on campus. Long known for funding scholarships, these graduates are also building a more tangible legacy. In the past 10 years, they have been the leading financial supporters of two showpieces in Weiskotten Hall: the Medical Alumni Auditorium and the ninth floor renovation. Now they are major investors in the handsome academic addition to Weiskotten, helping to raise funds for six classrooms named for revered professors. They have also pledged \$50,000 for the Medical Alumni Center for Student and Resident Education in the CNY Children's Hospital at University Hospital.

Meanwhile, these generous alumni — who are among 5,600 medical school graduates and 2,700 former medical residents — continue to support medical school milestones. For example, they give each student his or her first anatomy book and stethoscope. And as medical school tuition rises, medical alumni have made scholarships an even higher priority. Under the stewardship of former Executive Director Carole Novick, the Upstate Medical Alumni endowment has grown from \$1 million in 1996 to \$7 million in 2005 — and from one endowed scholarship fund to 21. Last year, the Medical Alumni Association also received its first \$1 million gift from the estate of an anonymous graduate.

Novick, who left Upstate in June to become executive director of the Medical Foundation of East Carolina University, credits Upstate's historically strong alumni board with the group's expanding influence. "They are tireless advocates for positive changes affecting medical students," she says.

## Upstate Medical Alumni Association Pledges and Gifts (in millions)

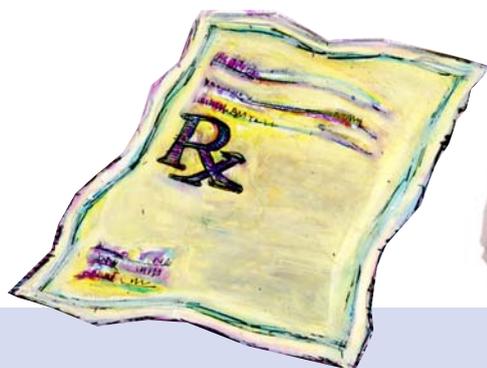


The Upstate Medical Alumni Association provides scholarships, programs and support for needed renovations of academic facilities. The Association recently received \$1 million for medical student scholarships and a \$3 million bequest for a new academic building. Total pledges and gifts have increased nearly ten-fold in eight years, from \$277,837 in 1996 to \$2,211,717 in 2004.



# Leading by Example

## SUNY Upstate often leads the charge against Central New York's greatest challenges.



### Adding Value

While the following numbers don't do justice to Upstate's multi-tasking nature, they underscore our powerful contribution to the quality of life in Central New York:



- **88** free HealthLink seminars in 2004
- **3,246** people registered for those seminars
- **120** people (capacity crowd) at HealthLink lung cancer seminar
- **110** people at HealthLink presentations on women and heart disease
- **525** healthcare professionals registered for free Nursing Forums in 2004
- **2,395** high school students in most recent year attending the Let's Not Meet by Accident Program in University Hospital's Emergency Department
- **5:** average number of students who faint during each reality-based Let's Not Meet by Accident session



Upstate employees who volunteer with On Point for College, Inc. include: Kathy Filipkowski, left; Leola Rodgers, center; and Terri Morse NP, second from right. They are pictured with On Point director Ginny Donohue, second from left, and On Point students Anani Agbossumonde, third from left, of SUNY Canton, and Jennifer Miles, third from right, and Dayshean McMullen, right, both of Syracuse University.

SUSAN KAHN

### Fanning the Flame

Leola Rodgers from Pediatrics does it. So does Kathy Filipkowski from the President's Office and Bob Kanter from the Pediatric Intensive Care Unit. Beyond their demanding day jobs, these SUNY Upstate employees are helping to construct a better community through volunteerism.

Their charity of choice is On Point for College Inc., a dynamic local program that paves the rocky road to college for students who are otherwise unlikely to attend. Rodgers, for example, drives students back and forth to SUNY Canton several times a year. She considers herself fortunate to have the resources to offer her services. "As a first-generation college student and now the mother of a college student, I know what it takes to get these kids into college and keep them there. I was headed for secretarial school myself, until a guidance counselor stepped in and said 'You're going to college.'"

Contributing their off-work hours to good causes is a favorite pastime for SUNY Upstate employees, according to a recent survey by the new Council for Employee

Volunteerism. The 310 survey respondents who estimated their volunteer hours reported almost 50,000 hours per year. Many other respondents said they put in too much time to calculate. Almost 150 organizations were listed as beneficiaries of their efforts. Schools and churches rank high on the list, as do fire departments, ambulance corps, Boy Scout and Girl Scout troops and health organizations such as the American Red Cross, American Cancer Society and American Heart Association.

"According to this survey, Upstate employees fill more than 101 positions on local boards," reports Zanette Howe, special events manager in Marketing and University Communications. Howe directs the new volunteer council established to reflect Upstate's staunch commitment to volunteerism. "We do a lot for our communities in our day jobs at an academic medical center," she says. "But we also make a big difference on our own time. The volunteer council recognizes those contributions – and makes it easier for employees to volunteer even more."

## Giving 'til It Hurts

Working on the front lines of health care, SUNY Upstate employees have a bird's-eye view of our community's needs – and the awareness that public funding for community services seldom stretches far enough. That's one reason they are strong supporters of Upstate's Community Giving Campaign. In the past 10 years, their annual contributions have increased more than fourfold – to \$497,599 – and their participation has more than doubled.

In the last year alone, the campaign showed a 17 percent increase in giving and 10 percent increase in participation. And the campaign's leadership-level donor group, the Hamilton White Society, leads the area in gifts of \$1,000 and above, with 193 Hamilton White donors at Upstate giving \$273,123.

The Community Giving Campaign supports hundreds of local health, human services and environmental agencies. The campaign, directed by Marketing and University Communications' Zanette Howe, involves more than 180 employee volunteers who approach their colleagues for donations.

## Reality Therapy

Because CNY has the highest per capita motor vehicle crash rate in the state, University Hospital was asked to present its graphic Let's Not Meet by Accident course to 2,395 high school students in the past year alone.

According to Maryann Fields RN, who teaches the course, it's designed to "scare the living heck out of these kids. It may be graphic, but it's entirely realistic. We need them to know what really happens after a car crash – medically, physically, financially, emotionally, legally. Four to six students in every class pass out."

Following University Hospital's lead, Binghamton is now offering the Let's Not Meet by Accident course. "Buffalo is trying it, and Downstate also wants this program," says Fields, who also serves as president of the New York State Trauma Nurses Association.

"The teen brain is simply not wired to accept risk," notes John Fortune MD, trauma director at University Hospital. "They drive recklessly. They consume what they shouldn't. So we all have to adapt our educational strategies to their high level of resistance."



## Taming the Beast

Nicotine: it's widely considered as addictive as cocaine and the most destructive substance on the healthscape. That's why SUNY Upstate – Onondaga County's largest employer – has adopted a campus-wide smoke-free policy, effective August 1, 2005. Upstate buildings have been smoke-free for many years; this policy now includes all owned and leased properties as well.

While the decision to go smoke free has sparked debate – about possible infringement on personal freedom – Upstate's Dean of Medicine Steven Scheinman MD says, "We think it's appropriate to prohibit the single most prevalent cause of disease."

Surveys show that about 13 percent of Upstate's workforce are smokers (as opposed to the national average of just under 20 percent), and 85 percent of those employees have tried but failed to quit. To help them battle this fierce addiction, employees (plus students and volunteers) have been offered free smoking cessation courses.

When smokers stop smoking, within 24 hours their lungs start to clear, and their body temperature and heart rate drop to healthy levels.

Still, no one at Upstate is sugar-coating the anguish of nicotine withdrawal. Smokers are warned to expect such symptoms as insomnia and irritability. According to Upstate President Gregory L. Eastwood MD, "We will do everything we can to support smokers who want to quit smoking. As I learned when I first spoke out on this important but controversial issue, the right thing to do is rarely the easy thing to do. But the outcome will be a healthier Upstate and a victory for all."

- **54,415** telephone requests handled by University Hospital's Health Connections in 2004
- **19,796** health queries answered by Health Connections nurses in 2004
- **842** e-mail queries answered by Health Connections nurses
- **773** referrals to community services made by Health Connections nurses
- **5,221** class registration calls handled by Health Connections nurses
- **4** years since University Hospital's OASIS program in ShoppingTown Mall began helping seniors stay healthy, stay active and get more out of life
- **5,619** OASIS members as of early 2005
- **50-103**: age range of those members
- **15.2** percent of those members over 80 years of age
- **6,000** square feet of space in the HealthLink/OASIS learning center in ShoppingTown Mall
- **38,798** senior participants in OASIS classes in 2004
- **435** OASIS classes offered in 2004
- **403**: largest number of registrants for a single OASIS program (on current affairs)
- **105** school district employees at last year's annual Cancer in the Classroom workshop sponsored by University Hospital's Center for Children's Cancer and Blood Disorders
- **210**: average number of pediatric patients receiving educational intervention each year from the Center for Children's Cancer and Blood Disorders
- **19**: number of CNY school districts served by the education coordinator of the Center last year
- **55** clergy members at University Hospital's most recent Spiritual Care Day, which raises the health awareness of CNY's spiritual care givers
- **1994**: the year University Hospital's telemedicine program was established to diagnose and monitor patients in distant locations



- **20** New York State prisons connected to University Hospital's telemedicine program
- **150** telemedicine patients in prisons "seen" by University Hospital physicians and nurses in past two years
- **500** computers placed by SUNY Upstate's IdeaTel program in the homes of rural diabetes patients for health monitoring
- **10** annual MiniMedical School programs (at six sessions each) offered by SUNY Upstate
- **880** total graduates of MiniMedical School programs
- **14-78:** age range of MiniMedical School students
- **16:** number of medical students who volunteered as Adopt-a-School mentors this year
- **3:** number of sessions per month where Upstate medical student volunteers discuss health issues with teen runaways and teen mothers in Community Outreach Prevention and Education (COPE) program
- **8:** average number of teens at each COPE meeting
- **300:** total number of teens who've attended COPE meetings
- **60:** total number of medical students participating in COPE since 2001
- **20** middle and high school students attending Upstate's week-long 2004 MedQuest Career Education Camp
- **65** participants from 11 counties at most recent Nursing Now program to showcase nursing careers
- **18** middle school students at most recent Nursing Now program
- **150** high school seniors exposed to eight different health care careers at Upstate's annual New Visions Day
- **20+:** number of years that Upstate has partnered with the City of Syracuse School District to offer Health Careers Program for high school students
- **150** high school and college students shadowing Upstate's health care professionals in an average year

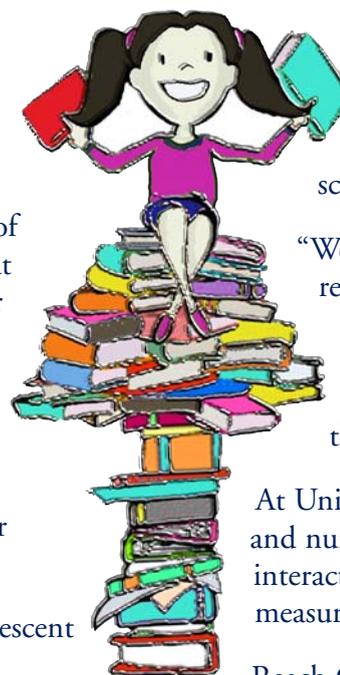


## Drug of Choice

"It's the only prescription you'll ever write with no possibility of negative side effects." That's what pediatrician Howard Weinberger MD tells pediatric residents when he introduces them to Reach Out and Read, a University Hospital program that "prescribes," then delivers, a free, age-appropriate book after every well child visit.

Last year, the Pediatric and Adolescent Center at University Hospital purchased and distributed more than 5,000 new Reach Out and Read books to patients from birth through 8 years. "We try to start when the child is born – the earlier the better," explains Reach Out and Read coordinator and Child Life Specialist Marsha Kernan. "Pretty soon the kids are begging their docs for the books.

"We have a lot of young patients who are very good at GameBoy," Kernan says. "But they don't quite know what to do with a book. And we have parents who



can't read, or who have had bad experiences in school.

"We're not trying to teach reading, we're trying to model the joy of reading," she continues. "If the child – or parent – loves the books, they'll want to learn to read."

At University Hospital, pediatricians and nurses also use the books to interact with young patients, and measure their developmental growth.

Reach Out and Read is a national initiative, funded at University Hospital with assistance from the Children's Miracle Network. The program will have an even stronger presence in the new CNY Children's Hospital at University Hospital, with support of a \$50,000 endowment from Verizon.

The ability to read is an obvious advantage in life. "There's also a clear correlation between literacy and medical costs," reports Kernan. "The lower the literacy level, the higher the medical costs."

CYNTHIA COURTNEY

## Light in the Dark

The sexual abuse of children is a dark, closely guarded secret that leads to lifelong repercussions for its young victims. Bringing this abuse to light – and helping these victims heal – has long been the mission of pediatrician Ann Botash MD, founder and director of University Hospital's Child Abuse Referral and Evaluation (CARE) program.

No one knows better than Botash that effective advocacy takes more than sympathy. She brings two decades of concentrated medical and legal experience to her work in identifying, protecting and supporting sexual abuse victims. She also leads a statewide initiative to educate health care professionals in the delicate art of identifying suspected cases of child abuse.

Botash has a kindred spirit in the McMahon/Ryan Child Advocacy Site, less than a mile from University Hospital. A safe haven for young abuse victims and their non-offending family members, this



McMahon/Ryan house  
Ann Botash MD (inset)

grassroots facility is a catalyst for focusing attention and community resources on child abuse.

Botash and McMahon/Ryan have joined forces to first reduce the emotional trauma that sexually abused children face during the investigation and prosecution of these highly sensitive cases. Once a week, Botash and her team meet at McMahon/Ryan to review mutual cases and utilize its services for patients in the CARE program. They also

collaborate on a new website ([www.ChildAbuseMD.com](http://www.ChildAbuseMD.com)), supported in part by the Children's Miracle Network.

McMahon/Ryan also coordinates the efforts of a child abuse response team, with experts in medical evaluation, social work and victim advocacy. The agency directly served 250 children last year, and touched thousands more through therapy or awareness. Like Botash, its ultimate goal is to break the cycle of child abuse victims becoming child abusers.



ROBERT MESCAVAGE

SUNY Upstate medical student Erin Crosby observes Peter Cronkright MD, professor of family medicine, during a patient examination at the SC HOPE clinic.

## Give and Take

It's no secret that doctors treat patients – and that patients often enlighten doctors. This give-and-take is tangible at the SC HOPE clinic, where uninsured patients receive free medical attention – and SUNY Upstate medical students gain experience in the art of clinical care.

Most Wednesday evenings in the Onondaga County Civic Center, the clinic opens its doors, primarily to patients from shelters or addiction treatment programs. Attending to their medical needs tops the agenda, but the clinic also allows first- and second-year medical students, under the close watch of Upstate physicians, to interact with the patients, take thorough health histories and perform physical exams.

Erin Crosby, one of six SC HOPE student coordinators, says the cases are often complex. “We rarely see a common cold,” she explains. “Very few of our patients have had continuous medical care, and addictions have often masked their medical problems.”

Crosby, soon to enter her third year of medical school, says SC HOPE heavily influenced her decision to attend SUNY Upstate. “I knew the first years of medical

school – like my graduate studies in molecular biology – would be very intensive but very academic. When I volunteered for SC HOPE, I finally saw my first patient. ‘Oh yeah,’ I thought. ‘This is why I went into medicine.’”

Upstate medical students established SC HOPE 16 years ago, in collaboration with the Onondaga County Health Department. They sensed that certain uninsured patients, such as the homeless and migrant laborers, could easily slip through cracks in the local healthcare network. They also saw an opportunity to see patients earlier in their curriculum.

This year, 122 medical students volunteered at the clinic, quadruple the number just five years ago. In 2004, SC HOPE was one of eight community service programs nationwide to earn recognition from the Association of American Medical Colleges (AAMC). The honor included a \$20,000, four-year grant, which has been put to use upgrading the clinic's outreach efforts and free pharmacy.

Behind the scenes at the clinic, students also rotate through various administrative roles, working to improve medical record and referral systems – and learning that it takes much more than medical knowledge to practice good medicine.

- **5:** number of years Upstate has been a partner in GEAR-Up, a college preparation program for students from Fowler and Henninger high schools
- **3** Shadow Days offered annually by SUNY Upstate
- **8** college students selected for Upstate's Summer Undergraduate Research Fellowships (SURF) each year
- **\$3,000** stipend received by each SURF student
- **100** student applicants for SURF positions in 2004
- **78** SURF fellowships awarded since 1994
- **12** annual lectures on current ethical dilemmas sponsored by President's Ethics Symposium at Upstate
- **100,000** Poison Control Hotline stickers distributed by University Hospital's CNY Poison Center in 2004
- **50,000** phone calls to Poison Center's Hotline in 2004



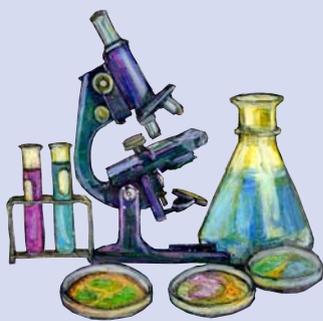
- **144** medical students learning firsthand about rural medical needs since Upstate's Rural Medical Education (RMED) program began in 1989
- **100** job candidates hired by University Hospital after its Annual Career Expo in 2004
- **12** chaplain interns training through Upstate's Clinical Pastoral Education Program in a year
- **2,000** additional pastoral care visits made by these interns, who also provide evening pastoral coverage in the Emergency Department
- **45** community clergy (from diverse denominations) assisting professional chaplains with on-call coverage at University Hospital



- **100+** afghans hand-crocheted by area volunteers and donated to University Hospital patients



- **230** people enrolled in Vitality exercise programs at Upstate's Institute for Human Performance
- **140** people participating in Vitality's water classes
- **90** people participating in Vitality's land classes
- **5,800** square feet for mass casualties and alternate emergency care in new facility designed by Upstate's Department of Emergency Medicine in collaboration with the New York State Fair
- **145** participants in recent emergency response drill in University Hospital's Center for Children's Surgery
- **35** members of Syracuse Fire Department participating in that drill



- **135** independent and pharmaceutical-sponsored clinical trials offered at Upstate
- **140** additional clinical trials offered to University Hospital cancer patients through the national Cancer and Leukemia Group, Pediatric Oncology Group and Radiation Therapy Oncology Group
- **210** consultations provided by the Lead Poisoning Resource Center in one year
- **17** automatic external defibrillators installed on Upstate campus as part of national study
- **1** million-plus dollars secured by Upstate's Department of Neurology for clinical trials of new therapies for Amyotrophic Lateral Sclerosis (ALS)
- **28** cancer patients participating in an exercise study funded by a Lance Armstrong grant and conducted at the Institute for Human Performance



## High-Tech Health Care

JoAnn Shupe

When state prisoners with diabetes need to see an endocrinologist, they don't hop in a van and go. Instead, on the fourth Tuesday of each month, they line up at prisons throughout the state for appointments with University Hospital's Steven Zygmunt MD, who "sees" them via computers and video cameras connected to his office at the Joslin Diabetes Center.

It's called telemedicine, and it saves the state hundreds of thousands of dollars in transportation and security costs.

SUNY Upstate launched its telemedicine program in 1995 to provide health care to patients in remote areas. The applications are limitless: post-surgical patients who need a doctor to view an incision, local hospitals unsure if burn patients need University Hospital's specialized care, children having trouble breathing.

"Only a handful of medical institutions like Upstate actually administer health care via telemedicine," says JoAnn Shupe, managing director of telemedicine.

Telemedicine saves travel time as well as money. Pediatric Cardiologist Frank Smith MD uses telemedicine technology to view the real-time echocardiographs of newborns with heart troubles at eight

northern New York hospitals. He then determines the necessary level of care, saving many babies and their distraught parents unnecessary transports to University Hospital.

Shupe expects telemedicine to grow in the near future. Plans call for the new CNY Children's Hospital to be completely wired for telemedicine, so patients can connect to their schools from the hospital.

"During the last school year, we gave telemedicine units to two pediatric cancer patients so they could connect with their classrooms from their homes or the hospital and not miss any school," Shupe explains. "When they felt well enough they would dial into the classroom and be part of the class. It was a pilot program supported by Time Warner and Oswego County BOCES. We're hoping to get it off the ground."

In another realm, Upstate uses its telemedicine capabilities to serve as the home base for national and international meetings and conferences. Last year, it was the US partner for a teleconference in Argentina. "It puts us on the map for telemedicine," Shupe says. "Our little program is widely known."

## COPING Skills

Most teenagers learn, at school or at home, about the risks of smoking, drug use, unprotected sex and other health-related topics. But not all. At Booth House, a temporary shelter for teen runaways, and TLC, the Transitional Living Center for Teen Mothers, many residents have missed out on vital information.

Stepping in to fill the gap are members of COPE – Community Outreach Prevention and Education for Teens – a volunteer group of SUNY Upstate medical students who meet with these teens several nights each month. At TLC, discussion topics also include parenting, nutrition for kids and labor and delivery.

"Our primary goal is to give them information, so they can make their own decisions," says Michael de la Cruz, a fourth-year medical student and vice president of COPE. "We try not to lecture them, but to give them a choice."

Kathy Ellis, director of Booth House, says the meetings really work. "It's a comfortable setting. They sit in a circle. They have snacks. They discuss whatever topics the kids want to discuss. They're very good at engaging the teens and getting them to talk about various situations. The kids don't even realize they're learning. They're just talking."

Open to the Public

## What's Ours Is Yours

University libraries are generally geared toward university students, but SUNY Upstate's Health Sciences Library considers the Central New York community a key audience. "We estimate that about 20 percent of our facility use is providing consumer-oriented health information to patients and people outside the Upstate community," explains library director Cristina Pope MS, MSM. "We're spending about \$1.4 million a year to keep abreast of current developments in medicine, and we want that information to be circulated as widely as possible.

"Generally speaking, the public is entitled to every library resource we offer staff and students, including more than 2,000 medical journals online," says Pope. "Online journals cost up to 1,100 percent more than print journals, so we encourage the public to come in and help us get our money's worth."

### Easy Access

It takes only a local library card to check out literature from the library's Health Information Center (315-464-4410), where reference librarians also respond to telephone queries and provide support to

public libraries. (According to Pope, an estimated 50 percent of reference questions asked at public libraries concern health issues.)

"Our library website ([www.upstate.edu/library](http://www.upstate.edu/library)) also is a tremendous resource," adds Pope. "An entire section is for consumers and patients. Health Library provides information about conditions and procedures. Medline Plus also is a good site for consumers, and it's available in Spanish. And MD Consult offers patient handouts."

Twice a month, Upstate also sends circuit librarian Kathleen Hughes to hospitals in Auburn, Rome, Hamilton, Oneida and Little Falls, to share the latest health information resources and address clinicians' queries. Hughes' visits are funded through a CNY Library Resource Council grant.

### "We'll meet your needs!"

To disseminate the library's resources even further, librarians also make presentations at University Hospital, the HealthLink/OASIS learning center in ShoppingTown, in the Onondaga County Public Library system, and – on request – to high school science classes. "Call us if you have a need," Pope urges. "We'll do our best to meet it."



- **50** stuffed animals, plus soccer balls and trucks, donated by Upstate's Graduate Student Association and hand-delivered to young cancer patients in Kenya by Associate Professor Rosemary Rochford PhD



- **\$497,599** pledged by Upstate employees to the 2004 Community Giving Campaign
- **\$54,410** over goal of 2004 Community Giving Campaign
- **17** percent increase in dollars over Upstate's 2003 Community Giving Campaign total

- **1,846** employees donating to the campaign in 2004



- **8.5** percent increase in participation over 2003 campaign
- **180** department representatives helping with 2004 Community Giving Campaign
- **193** Upstate employees making pledges of \$1000 or more to 2004 Community Giving Campaign's Hamilton White Society
- **567** employees responding to Upstate's first volunteer activity survey in 2004
- **50,000** hours of volunteer service per year reported by 310 Upstate employees in 2004 survey
- **142** community agencies and groups benefitting from these volunteer services
- **30** CNY fire departments with Upstate employees serving as volunteers
- **15** CNY ambulance corps assisted by Upstate employee volunteers
- **4** Upstate employees volunteering as Big Brothers/Big Sisters
- **101** board positions with community agencies filled by Upstate employee volunteers
- **38** percent of survey respondents eager for more information about local volunteer opportunities

## Hooked on History

They're hooked on history, and they can't shake it: Eric Luft PhD, MLS and Susan Keeter are among the resident history buffs taking every opportunity to illuminate Upstate graduates Elizabeth Blackwell MD, the first American woman to earn a medical degree, and Sarah Loguen Fraser MD, the fourth African American female doctor. Luft, curator of historical collections, has written extensively about Elizabeth Blackwell, and Marketing's Keeter painted Loguen's portrait and often visits local schools to lecture on her daring life. On Jan. 19, 2005, Upstate celebrated the first annual Sarah Loguen Fraser Day, and its Elizabeth Blackwell Lecture is a February tradition. This year, there was added incentive to salute these remarkable Upstate graduates: for the first time, the entering class of medical students was one-half female.

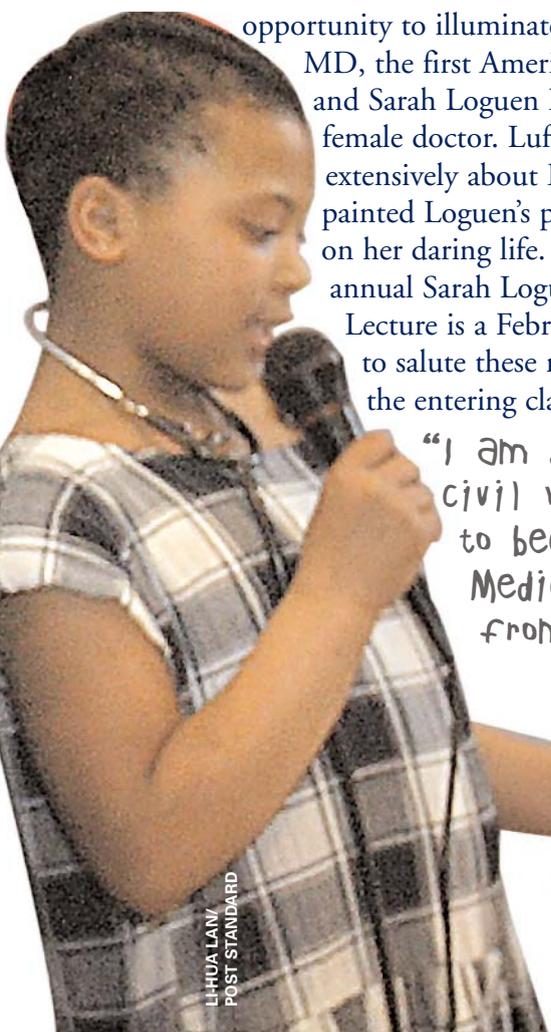


Dr. Sarah Loguen doll

BY SHONQUAYSHA

"I am Sarah Loguen. I was born before the civil war. I was one of the first black women to become a medical doctor. I went to Upstate Medical School. I helped 1500 people escape from slavery."

—In her own words, Shonquaysha, a fourth grader at Dr. King Elementary School, portrayed Sarah Loguen MD, 1876, at the Dunbar Center's Black History Month celebration this year and made the doll, above, for the center's exhibition of heroes. She learned about Dr. Loguen through the College of Medicine's Adopt-a-School program and the First Annual Sarah Loguen Day lecture.



LHUA LAIN  
POST STANDARD



SUSAN KAHN

# Treating Trauma: Top Priority

“And the victims were rushed to University Hospital.” That’s the standard postscript when Syracuse newscasters cover major traumas. Last year, more than 6,000 trauma patients were rushed to University Hospital – many of them victims of the dramatic car crashes, farm machinery mishaps, falls, collisions, gunshot wounds, stabbings, burns and serious injuries featured on the evening news.

In medicine, the term “trauma” refers to any injury to a body by an external force. University Hospital, the region’s only Level I trauma center, serves 14 counties and the second largest population in New York State. It’s the only Level I trauma center from Rochester to Albany, and from the Canadian border to the Pennsylvania state line.

## Key Appointment

Recently, University Hospital appointed veteran trauma surgeon John Fortune MD (photo above, back row, left) as trauma director. For the past 20 years, Fortune has orchestrated complex trauma systems in Albany, NY, Tucson, Arizona, and Springfield, Illinois.

“University Hospital already exceeds the national standard, in terms of outcomes,” Fortune notes. “But we can always make trauma care more efficient, integrated and cost effective.

“Trauma patients don’t usually come in with a single problem,” he adds. “There are usually various systems involved, and endless complications can develop over time. That’s what makes trauma the most interdisciplinary of all medical endeavors.

“And that’s why we want everyone singing from the same song sheet,” says Fortune, who compares the trauma surgeon to a traffic cop. “That’s the role we play after we manage the patient’s shock, which is the most immediate peril, and address any emergency surgical needs.”

**“80% of trauma is preventable.”**

–John Fortune MD

## Deep Resources

University Hospital has three trauma surgeons on its trauma team. To be certified a Level I trauma center by New York State, a hospital must have trauma surgeons on call 24/7, plus ED physicians, orthopedic surgeons, neurosurgeons, anesthesiologists, ED nurses, OR nurses, a blood bank, pathology service, hematology service and CT scanner, all staffed and ready to go around the clock. The hospital must also work, hand in glove, with those who transport trauma victims by ambulance and helicopter, and with the fire, police and EMS departments that report first to the trauma site.

University Hospital’s response protocol shifts into high gear the minute the trauma code appears on the team’s pagers. “We go so far as to put blue tape on the floor in the ED. For crowd control, team members have to stand in designated places,” says Maryann Fields RN, trauma nurse coordinator (photo above, back row, third from right).

University Hospital is mandated to take the most severe, or tertiary, trauma cases. For less serious trauma, Level 2 trauma centers in Binghamton and Rochester provide excellent care, according to Fortune. For immediate triage or minor trauma, 29 community hospitals also play a pivotal role.

“One of University Hospital’s most vital trauma services is supporting these hospitals, especially during the ‘golden hour’ after injury, when shock and airway obstruction are often the greatest perils to survival,” says Fortune.

University Hospital has plans to host a regional trauma conference in September. Fortune would also like to see a large regional organization of trauma care providers: TraumaNet CNY. “We’re all on the same team,” he explains. “We want to help create a seamless progression from the site of the trauma through rehabilitation and discharge.”

As a Level I trauma center, University Hospital collects trauma data for the region and designs quality improvement initiatives. It also plays the lead role in preventive strategies, such as increasing the use of bike helmets, ski helmets and car seats.

## No Accident

“The term ‘accident’ does not exist in trauma literature,” notes Fortune. “An accident refers to an act of God – to something that is not preventable. Trauma is no accident. Eighty percent of trauma is preventable.”

# Partners in Progress

SUNY Upstate's President  
Gregory L. Eastwood MD  
with CNY Children's  
Hospital supporters,  
China and Jared

**O**utlook's usual focus is news of a medical nature. This special edition widens the lens to capture an unsung but critical dimension of SUNY Upstate: its effect on the Central New York economy.

The numbers on these pages demonstrate that an academic medical center not only elevates the quality of life, but also stabilizes and stimulates the local economy. This is especially true in Onondaga County, where health care and education are cornerstones of the economy – and where Upstate is the largest employer.

Aligning health care expertise with economic strength is a rather recent phenomenon. During my 12 years as Upstate's president, I've been on the front lines of a fundamental change in how health care institutions operate: the sustained restriction of resources has necessitated the application of business principles to the practice of health care.

Some worry that this places the balance sheet before the patient. That certainly is not the case. However, in my experience at Upstate, without attention to conserving and augmenting our resources, we would be unable to sustain the clinical, educational and research programs that are so important to, as our mission statement says, "the communities we serve." For example, our strategic and efficient operations enable Upstate to invest in new technology – such as the \$1 million da Vinci surgical robot. We can recruit nationally acclaimed medical specialists and research scientists. To meet emerging health care needs, we can create new academic programs, such as our doctorate in physical therapy.

And we can embark confidently on one of the greatest initiatives in our community's history – the construction of the CNY Children's Hospital at University Hospital.

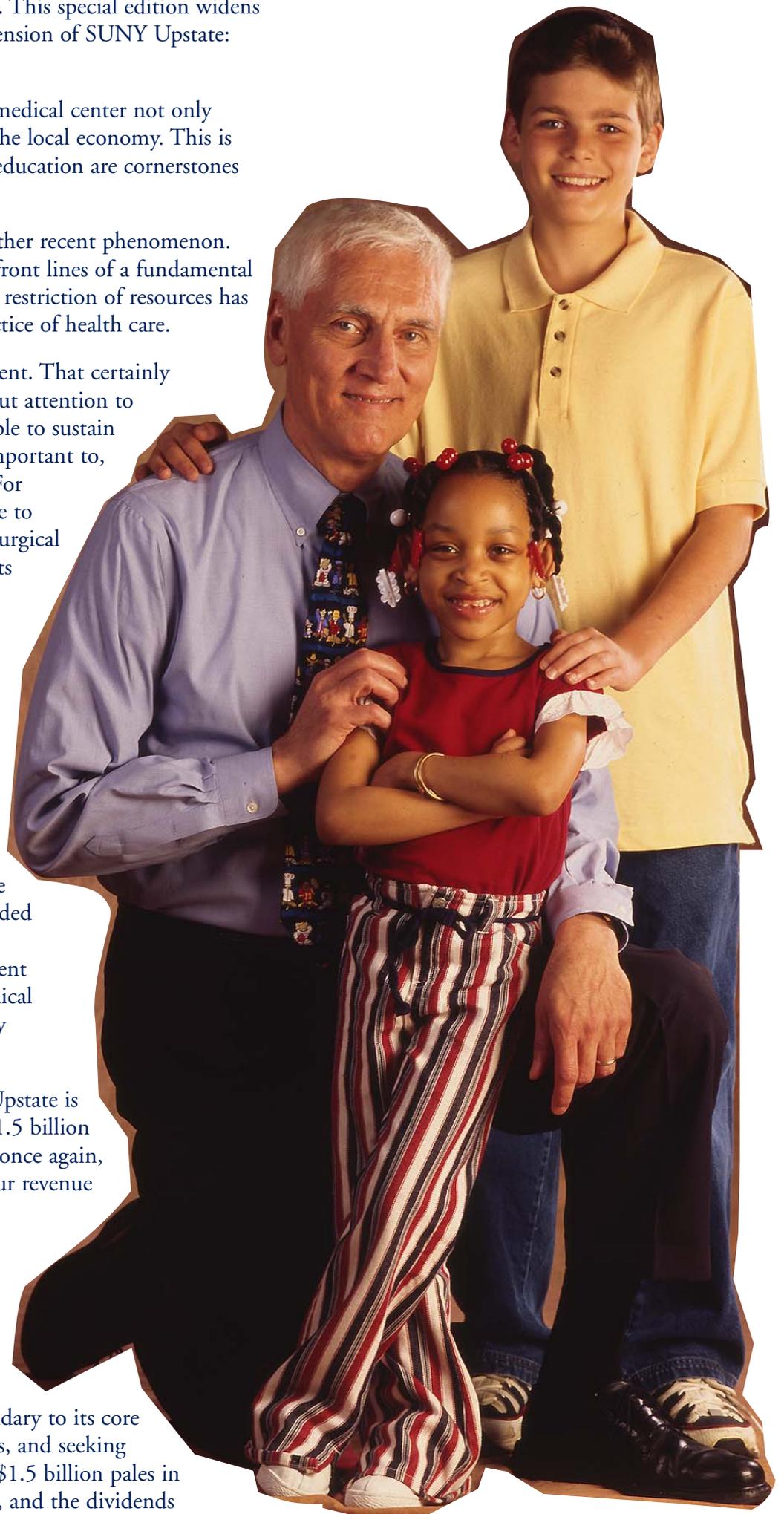
One of the business practices that has migrated into medicine, amidst much skepticism, is marketing. In the early 1990s, one-quarter of America's academic medical centers were predicted to close, forced out of the marketplace by managed health care. Instead of retreating, Upstate expanded and marketed its clinical services, highlighting the academic difference. Because that difference is legitimate, and our patient outcomes are excellent, the marketing was effective. Our clinical programs, and the number of patients admitted to University Hospital, continue to grow.

As a result of our clinical, academic, and research strength, Upstate is now on solid financial ground, and we make an estimated \$1.5 billion annual impact on the local economy. But we have learned – once again, from the business world – to take nothing for granted, for our revenue streams are under constant threat.

I am confident, nevertheless, that we will address future challenges effectively and continue to thrive. Our greatest asset is our human capital. Other resources, such as buildings, equipment, and technology, accomplish nothing without people.

In fact, Upstate's economic impact is a fringe benefit – secondary to its core missions of caring for patients, educating health professionals, and seeking answers to medical questions. Even a figure as impressive as \$1.5 billion pales in comparison to the potential influence of our ideas, our skills, and the dividends on our investment – those who graduate from our colleges, the discoveries we make, and the people we care for.

–Gregory L. Eastwood MD, President, SUNY Upstate Medical University



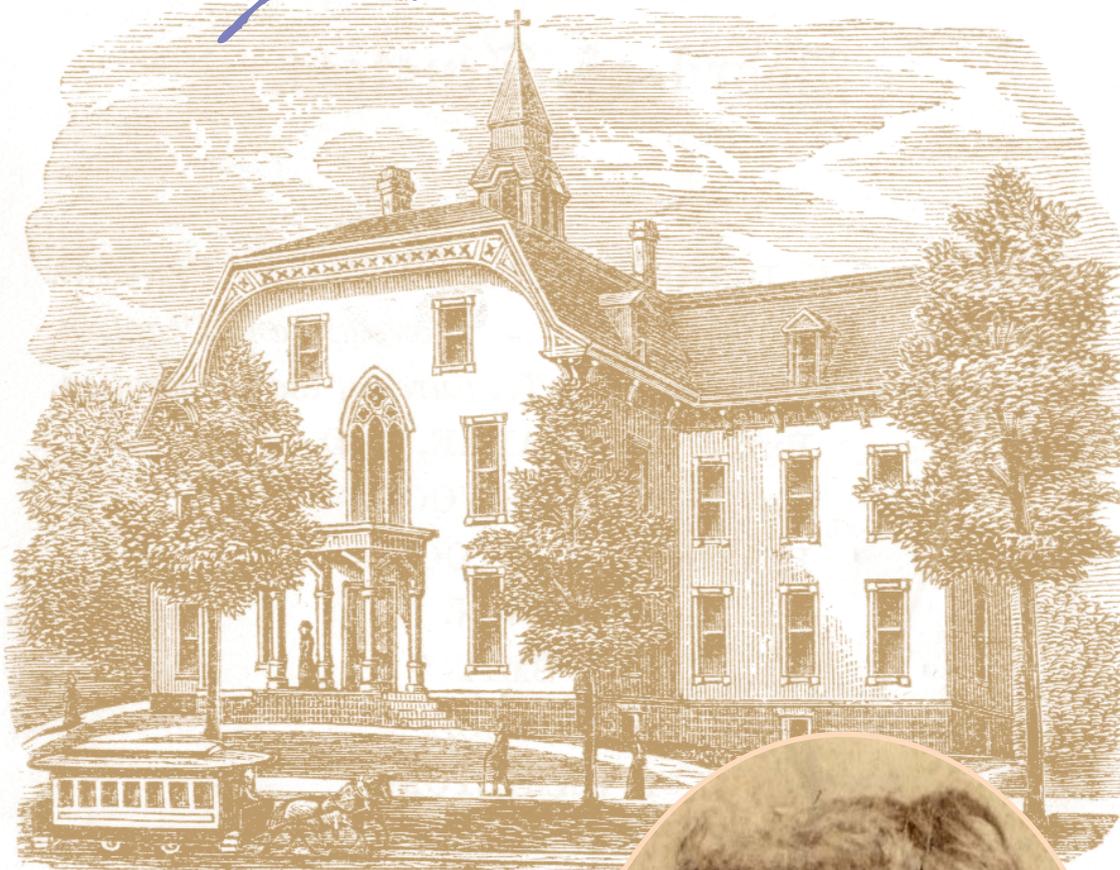
ROBERT MESCAGE



# Remembering Our Roots

University Hospital traces its academic roots to the Geneva College of Medicine and its clinical roots to the House of the Good Shepherd in Syracuse. Founded in 1872 to provide 'refuge and nursing care for needy persons, regardless of color or creed,' Good Shepherd was run by a live-in house mother, Mary Burnham, and the average length of stay was 58 days. Patients were cared for by several church women who volunteered as nurses.

Annie Couch, right, was 3 years old when she arrived at the House of the Good Shepherd in 1874. Her father had left her mother destitute; her brother and sister were sent to the county orphan asylum. Annie, with scoliosis and unable to walk, went to live at the House of the Good Shepherd for 25 years. Pediatric patient Lottie Woodruff, near right, lived there for many years as well and became her lifelong friend. Annie filled her days with needlepoint, visiting other patients and exploring the hospital in her donated wheelchair. At age 22, Annie developed tuberculosis (then known as consumption) and became anxious to locate her family, of whom she had little memory. Through an exhaustive, transcontinental investigation, house mother Burnham located an aunt in Devonshire, England, and Annie's elder sister, Alicia Couch, in Chicago. The two sisters were joyously, but briefly, reunited. Annie died of tuberculosis an hour before her sister Alicia arrived for a final visit.



Annie Couch,  
1871-1898

This quintessential Victorian drama illustrates University Hospital's long tradition of compassionate, family-centered patient care. It also underscores the vast improvement in today's pediatric care. A child with a musculo-skeletal condition like Annie's is now the focus of a large, multidisciplinary team, including a pediatrician, orthopedic surgeon, pulmonologist, respiratory therapist, social worker, physical and occupational therapists, child-life specialists, and registered nurses.

Top right: 1880 engraving of the House of the Good Shepherd. Small photos above: patient Lottie Woodruff, 1882; house mother Mary Burnham, c. 1885; the Rt. Rev. Frederick Dan Huntington, president of Good Shepherd.

With the CNY Children's Hospital on the horizon, our community can celebrate its rich history, benefit from ongoing biomedical research and look forward to state-of-the-art healthcare for generations to come.

—Susan Keeter

IMAGES AND RESEARCH MATERIAL COURTESY NELLIE BURNHAM



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