



*Member*

**New York-Presbyterian Healthcare System**

Affiliate: Columbia University College of Physicians & Surgeons

**NYACK HOSPITAL**

**COMMUNITY SERVICE PLAN**

**EXECUTIVE SUMMARY**

**MAY 2007-AUGUST 2008**

## **NYACK HOSPITAL MISSION/VISION AND VALUES**

- **Mission**

The mission of Nyack Hospital is to provide competent, innovative, and accessible emergency and acute care services for the residents of Rockland County. We are caring people operating an extraordinary community hospital.

- **Vision**

In its second century of service, Nyack Hospital and New York- Presbyterian Healthcare System will set the pace for sophisticated care in Rockland County. Getting better means all of us will be responsible for taking great care of our patients, each other, and our hospital.

- **Values**

Nyack Hospital's values closely support its mission. They represent guiding principles that are not independent criteria, but rather, are an integral part of every task or interaction:

- *Safety.* Safety means doing no harm to any person or property under our care. Safety is the absolute highest priority at Nyack Hospital.
- *Competence.* Competence means being highly skilled and expert at what we do.
- *Courtesy.* Courtesy means treating others in the same upbeat, respectful, and professional way we want to be treated ourselves.
- *Efficiency.* Efficiency means making the most of the hospital's resources by offering relevant services, correctly charging for them, and not wasting supplies.
- *Integrity.* Integrity means following through on our commitments and complying with the Hospital's Code of Conduct without exception.

## **PUBLIC PARTICIPATION IN PROCESS AND NOTICE**

Nyack Hospital is committed to eliciting public participation in the assessment of community health needs. The Needs Assessment section below describes the Hospital's participation with the Rockland County Health Department in this ongoing assessment. In addition, the participation of community residents has been encouraged in the following ways.

- The 2007 Community Service Plan was posted on the Hospital's web site, [www.nyackhospital.org](http://www.nyackhospital.org). It has become a simple mechanism for sharing feedback regarding the Community Service Plan and/or suggestions regarding any aspect of the Hospital, its priorities and performance.
- The Community Service Plan has become the structured focus of presentations already routinely conducted for community organizations. Our staff and physicians have formed a speaker's bureau and have presented on topics such as stroke awareness, diabetes, healthy eating habits, smoking cessation and joint replacement. Each activity provides for an opportunity for an open exchange about the services offered by the Hospital to the community.
- Hospital patient satisfaction survey results are a significant source of public input. Findings from Press Ganey surveys are posted in all patient care areas throughout the facility. Improving patient satisfaction continues to be the only sustainable strategy for fulfilling Nyack Hospital's mission.
- The Nyack Hospital ADA recognized Diabetes Self-Management Program has an advisory committee which includes two community members. Any changes made to the Diabetes Program are in part due to their comments and recommendations. For example the content of 5 lectures included in the Hospital's Annual Diabetes Symposium was developed as a result of recommendations made by this committee.
- A Breast Center Advisory Board was established in November of 2007. 12 women from the community along with Dr. Michele Blackwood, Breast Surgeon and Director of the Hospital's Breast and Women's Health Prevention Services, Dr. Michael Rader, Nyack Hospital Medical Director and Helen Rock, Administrator of the Cancer Center, participate. The women community members are active in community outreach and also provide input to the Hospital regarding the services provided by the Breast Center and the needs of the community it serves. Eventually the Board will become involved in fund raising as well.
- Nyack Hospital's Pastoral Care Program continues to reach out to local clergy. It also offers a forum for inviting two-way communication about Nyack Hospital with both local clergy members and their congregations. Local seminars have been conducted on the topic of spirituality and health for Hospital employees, physicians, public and professional schools of higher education, and members of the community.
- Nyack Hospital's 2006-2007 *Strategic Action Plan* was distributed as a baseline informational document for the community , businesses, and organizations around Rockland County.

- Public participation is evidenced at the governance level by adding functionally knowledgeable community members to certain Nyack Hospital Board of Trustee committees.

## **NEEDS ASSESSMENT**

This report focuses on the services provided by Nyack Hospital to meet the following public health priorities, outlined in the 2005-2010 Rockland County Department of Health Community Health Assessment:

- 1) Primary Care Access
- 2) Immigrant Health
- 3) Obesity and Diabetes
- 4) Cancer
- 5) Heart Disease
- 6) Emerging Health Issues/Emergency Preparedness
- 7) Unintentional Injury Prevention
- 8) Tobacco Use

These priority health needs were identified through a process of assessment that included, but was not limited to, the following activities:

- 1) Assessment of internal and external data.
  - a) Rockland County Department of Health 2005-2010 Community Health Assessment.
    - i) The goals of the County Assessment are aligned with those of the federal government's Healthy People 2010 and include helping individuals of all ages increase life expectancy, improving the quality of life, and eliminating health disparities among different segments of the population.
  - b) Reports from government agencies and health industry associations:
    - i) SPARCS data
    - ii) HANYS: Healthy Conversations
    - iii) Benchmarking data from IPRO, AHRQ, Normet, Joint Commission Core Measures, NY Presbyterian Health System
- 2) Collaboration with the Rockland County Department of Health (RCDOH).
  - a) Active participation in the RCDOH Public Health Priorities Committee which provides a mechanism for Nyack Hospital to obtain first hand information on the health needs of the community, particularly the underserved.
  - b) Active participation in the Emergency Preparedness Committee in order to coordinate and plan for potential emergencies/disasters impacting the community.
  - c) The implementation of joint health initiatives such as the Diabetes project "Steps to a Healthier New York", the Adult Immunization Coalition, the Family Centered Immunotherapy and Pre-Natal Clinics, and the American Cancer Society Breast Health Partnership have provided the opportunity to not only support each other's work, but also to identify health needs and opportunities.

## 2007-2008 STRATEGIC INITIATIVES

Following is a list of the Nyack Hospital activities and services carried out for the period May 2007 to August 2008 that were targeted to meet the needs of the above mentioned public health priorities.

Priority Area	Activities/Services
Primary Care Access	<p>Nyack Hospital offers the following primary care services:</p> <ul style="list-style-type: none"> <li>• Pre-Natal Clinic services in collaboration with the RCDOH.</li> <li>• The Family Centered Immunotherapy Clinic, which offers treatment, education, case management and counseling services to HIV children and families.</li> <li>• A Breast Health Partnership which involves close collaboration of hospital and physician members to target underserved women for initial breast screening and provide resources for any needed interventions.</li> </ul> <p>The hospital is also a supporting partner with the RCDOH in applying for a Merck Alliance Grant to reduce health disparities. Persons without insurance will be identified and offered the opportunity to access Federally Funded Health Care Clinics.</p>
Immigrant Health	<ul style="list-style-type: none"> <li>• A liaison between the Emergency Department and the Rockland County Immigration Coalition has been established in order to ensure better follow up care after ED visits.</li> <li>• The hospital continues to translate hospital documents for patients into Spanish, Creole and Russian.</li> </ul>
Obesity and Diabetes	<ul style="list-style-type: none"> <li>• Lose to Win Weight Loss program: There are 18 community based sites throughout the county. Locations include faith-based organizations, senior groups, local YMCA, schools and hospitals. YTD there were 138 participants and a total of 539 lbs lost. Two instructor training programs were implemented.</li> <li>• Nyack Hospital RNs participated in six local school health fairs in which they engaged elementary and middle school students in age appropriate, health oriented games that focus on healthy nutrition and physical activity.</li> <li>• Through July, 75 clients participated in Nyack Hospital's ADA-recognized Diabetes Self-Management Training Program. In addition the Hospital's Annual Diabetes Symposium was attended by 100 community members.</li> <li>• 250 diabetes risk assessments were performed and three diabetes related lectures were presented at various community venues.</li> </ul>

Nyack Hospital Community Service Plan  
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Priority Area	Activities/Services
Cancer Initiative	<ul style="list-style-type: none"> <li>• <b>Breast Health Partnership</b> Nyack Hospital has been working for some time to build a comprehensive continuum of care for breast cancer patients. (See description of Women’s Breast Health accomplishments in “Strategic Initiatives 2009-2010” section of this report.</li> <li>• In addition a prostate cancer screening was conducted and two cervical cancer information programs were offered.</li> <li>• A monthly ostomy support group was formed by Nyack Hospital’s Wound and Ostomy Certified Nurse.</li> </ul>
Alzheimer’s Disease/Elder Health Care	<p>The Nyack Hospital Long Term Home Health Care Program provides professional and supportive services to patients in the community that would otherwise be placed in a residential or skilled nursing facility. 80% of patients served are 70 years of age or older.</p>
Heart Disease	<ul style="list-style-type: none"> <li>• Nyack Hospital is a Designated Stroke Center. Part of this specialized service includes heart disease lectures offered by physicians, throughout the community. Two Heart Health and eight Stroke Awareness lectures were offered since May 2007. In addition, 875 Stroke Cards using the F.A.S.T. acronym (Facial droop, arm drift, speech problem, time is important &amp; telephone 911) were distributed in English and Spanish and 15 Stroke Awareness Displays were set up in the community.</li> <li>• 450 BP screenings were conducted at 16 community sites and 5 Nyack Hospital events.</li> <li>• Heart Attack Signs and Symptoms Cards have been designed and distributed at the Nyack Hospital Employee Health Fair. Further distribution in the community is planned.</li> </ul>
Emerging Health Issues	<p>Through receipt of federal funding, Nyack Hospital in conjunction with the NY State DOH has developed emergency preparedness plans for a number of disasters, one of which is pandemic flu. Preparedness for pandemic flu has included the purchase of disposable ventilators and negative pressure conversion units in order to allow for rapid deployment and expansion of services to special needs populations, and segregation of affected from non-affected patients.</p>

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Priority Area	Activities/Services
Avoiding Unintentional Injury	<ul style="list-style-type: none"> <li>• 750 children were reached at Nyack Hospital Teddy Bear Hospital programs conducted at the Rockland County College Youthfest and the Haverstraw Multicultural Festival. The program addresses children’s health related issues particularly in regard to bike and helmet safety, first aid, hand-washing, proper way to cough, Lyme Disease, West Nile Virus, poison control information and good nutrition.</li> <li>• First Aid Training was provided for one Cub Scout Troop.</li> </ul>
Tobacco Use	<ul style="list-style-type: none"> <li>• Nyack Hospital hosted a ten week smoking cessation program, “Put It Out Rockland”, in which 7 of the 13 participants stopped smoking.</li> <li>• Also as part of six school sponsored health fairs, the Hospital provided information on dangers of smoking and second-hand smoke, brochures on how to stop smoking and contact phone numbers for smoking cessation programs.</li> </ul>
Infectious Disease Prevention	<ul style="list-style-type: none"> <li>• Nyack Hospital is a member of the Rockland County Office of the Aging Immunization Coalition. For the 2007 flu season 1800 flu shots were administered at 26 locations throughout the county.</li> <li>• Vaccination of Nyack Hospital employees is encouraged and is offered to all employees free of charge.</li> </ul>

Also of note:

- In the spring of 2008, Nyack Hospital’s Continuing Medical Education Committee hosted a Mini-Medical School series. Six lectures geared for laypersons were presented by members of the medical staff. Topics covered included Breast Cancer, Impact of Stress on Health, COPD, Signs and Symptoms of Heart Attack and Stroke, and Autism. Total attendance for the series was close to 150.
- The Hospital Speaker’s Bureau topics include Diabetes, Stroke Awareness, Heart Health, Arthritis and Joint Replacement.
- In July, 2008 the Hudson Valley Regional EMS Council recognized five members of the Rockland Emergency Medical Services (EMS) community for their dedication to public safety. Two members were from the Nyack Hospital Emergency Department.
  - Cheryl Manasier, RN - Nurse of the Year
  - Oscar Marcilla, MD - Physician of the Year

## **2009 - 2010 Strategic Initiatives**

Nyack Hospital has already commenced planning for three important initiatives that will form the nucleus of its community services plan in 2009 – 2010. Each of the initiatives not only derives from a well defined opportunity for action in the Rockland County *Community Health Assessment 2005-2010* but also builds upon a prior programmatic strength of the Hospital. These strategic initiatives focus on specific health interventions for specific Rockland County populations. Their collective salutary impact on the health of the community is expected to be significant.

- **Women's Breast Health**

Women's breast health is a featured clinical program priority at Nyack Hospital. The incidence of breast cancer in Rockland County is consistently rated one of the highest in New York State, which increasingly reflects not only underlying epidemiological phenomena but also vigilant screening that surfaces treatable cancers at a much earlier stage. As a result, according to a 2004 New York Medical College School of Public Health survey, 89% of women age 40-49 and 92.5% of women age 65 or older had a screening mammogram. This accomplishment was made possible by the close collaboration of hospital and physician members of the Breast Health Partnership. Special programs have also been put in place to target underserved women for initial breast screening and to provide resources for any needed interventions.

Nyack Hospital has been working for some time to build a comprehensive continuum of care for breast cancer patients. Its Breast Center now features a one-stop experience for breast cancer prevention, diagnosis, treatment, and support, with access to both high technology clinical research protocols and high touch supportive therapies. The Center's philosophy is that caring for women close to home makes a tremendous positive difference in both their and their family's health. In 2007, Nyack Hospital completed its portfolio of breast services by engaging a dedicated breast surgeon, installing two digital mammography machines, and modernizing all inpatient and outpatient breast-related facilities. The Kennedy Funding Invitational Tennis Tournament also began raising funds for breast health programming at the Hospital - \$225,000 in 2007 and (estimated) \$500,000 in 2008.

Now that initial mammography screening is a mature initiative, the next strategic challenge is to be sure that countywide re-screening rates are measured and that women come back for repeat procedures. This does not always take place, especially among underserved women. Nyack Hospital will commit at least \$50,000 toward marketing the importance of repeat screening among all women. The purposes will be to gain baseline information about repeat screening rates; investigate barriers to re-screening, both real and perceived; and design and implement appropriate interventions to significantly improve re-screening

compliance. The goal is to achieve re-screening rates equal to the initial screening rates within five years.

- **Osteoporosis**

Women's Health, the Cancer Center, and Orthopedic Joint Replacement are clinical centers of excellence at Nyack Hospital. An essential bridge among them that is simultaneously directly responsive to the *Community Health Assessment's* call for increased emphasis on elder health care involves establishment of a large scale Bone Health Institute. A fully integrated, internationally recognized Center of Excellence in Osteoporosis and Metabolic Bone Disease will be relocated to Nyack Hospital in early 2009 and will conduct state of the art clinical research and research-based best practices for prevention, education and patient care. This program will not only enhance the Hospital's current service offerings in Women's Services, Cancer, and Orthopedics but will also strengthen the Hospital's affiliation with Columbia University and demonstrate its ability to support a world-class research program. Nyack Hospital's central location will enable further outreach to patients who would benefit from the Bone Health Institute's clinical, research, and educational activities.

### ***Background***

The Regional Bone Center at Helen Hayes Hospital, established by Dr. Robert Lindsay in 1980, is internationally recognized for its innovative clinical and basic research programs. It has been continuously funded by the National Institutes of Health for over 20 years and has published hundreds of papers in leading journals, including the *New England Journal of Medicine*, *The Lancet*, and the *Journal of Clinical Investigation*.

The Regional Bone Center includes a cohesive team of investigators with a long track record of productivity. The principal investigators include Robert Lindsay, MD, PhD, Professor of Clinical Medicine, Columbia University; Felicia Cosman, MD, Professor of Clinical Medicine, Columbia University; David Dempster, PhD, Professor of Clinical Pathology, Columbia University; and Jeri Nieves, PhD, Associate Professor of Epidemiology and Nutrition, Columbia University.

The Regional Bone Center has ongoing funded research programs sponsored by NIH, pharmaceutical companies, and foundations. The research is focused on: pathogenesis of osteoporosis, treatment of osteoporosis, hyperparathyroidism and hypoparathyroidism, causes of stress fracture, peak bone mass accrual, dynamic studies of PTH/Vitamin D, racial differences in bone metabolism, myeloma bone disease, physical performance in elderly, and evaluation of physical activity as it relates to treatment success.

### ***Related Educational Activities***

- The Regional Bone Center is a leader in the New York State program of osteoporosis education ([www.NYSOPEP.org](http://www.NYSOPEP.org)). Relocation to Nyack Hospital will enable solidification and expansion of this community service role.
- All members of the team have strong associations with the leading advocacy organization for osteoporosis, The National Osteoporosis Foundation. Dr Lindsay was a founder of the organization was the NOF President for 7 years and is currently a board member. Dr. Cosman is the clinical director, a position she has held since 1997. Dr Dempster and Dr Nieves serve on the Scientific Advisory Board and Editorial boards of NOF publications.
- The Bone Health Institute team edits the premier clinical journal in osteoporosis – Osteoporosis International, which will come with the team to Nyack Hospital.

The leaders of the Regional Bone Center are interested in relocating the research and clinical programs from Helen Hayes Hospital. They have identified Nyack Hospital as the ideal location for this program due to our location and our status as an affiliate of Columbia.

### ***Proposed Patient Care Program at Nyack Hospital***

In addition to funded research programs, the Bone Health Institute at Nyack Hospital would provide the following clinical services:

- Physician office visits – there is an established patient base to support 2,500 visits
- Bone Densitometry
  - Established patient base to support over 6,000 visits
  - Three state of the art densitometers will be brought to Nyack Hospital
  - ISCD certified technicians
  - 10 years experience as Bone Quality Control Center
- Bone Biopsy and Histomorphometry
  - State of the art methods and equipment
  - One of four in USA
  - Pioneer investigator
- Bone Biomarker Assay Lab
  - Elecsys 2010 Autoanalyser will be brought to Nyack Hospital
  - Pioneer Investigators
- Infusion Center
  - Reclast
  - Other new therapies as developed

Future development will include programs in obesity/body composition as well as collaboration with Oncology and women's health.

## ***Resources***

The program will have 19 employees. The equipment required for the program has been funded through grants and includes an analyzer for specialty lab tests, three bone densitometers, and histomorphometry equipment. The program will require approximately 4,000 sq. ft. of space.

- **Diabetes and Weight Loss**

Overweight is a serious and increasing health risk in Rockland County and throughout the world. Clearly it is a serious risk factor for diabetes in both children and adults. For many years Nyack Hospital has provided professional diabetes care in the hospital and diabetes education in the community at the level of the individual patient. A number of diverse community agencies increasingly also offer weight loss and diabetes programs at different points along the continuum of education, prevention, diagnosis, treatment, and support. At the most basic level, however, additional investment in front-end education and prevention activities is a necessity, not an option, to reverse the overweight - diabetes progression over time. Recent data published by various organizations make it clear that childhood obesity is a serious and growing problem; hence childhood education is seen as a high yield health investment for the future. Nyack Hospital is going to increase its emphasis in this arena as a result.

Therefore, in addition to maintaining current activities targeting obesity and Diabetes in Rockland County, Nyack Hospital will implement the following new initiatives in order to expand the population served, address health care disparities, and enhance the quality of care in the context of Type 2 Diabetes in the teen population as well as minority, low-income and under-served adult populations.

### ***Target the Underserved***

The hospital will partner with the Rockland County Department of Health to provide Diabetes Self-Management Training (DSMT) to under-served populations at local Federally Qualified Health Centers (FQHC). To further facilitate this initiative and meet the needs of the community, DSMT will be provided in English, Spanish and Creole. We anticipate that provision of this essential information and education will increase the level of health literacy regarding diabetes. This program will be offered to both under-insured and uninsured patients. The target population will be reached via two channels: Nyack Hospital and the Rockland County Department of Health Medical Clinic. Patients from Nyack Hospital and the Department of Health Clinic who are identified as meeting the target criteria (diabetics who are under-insured or uninsured) will be referred to the program. This will serve two purposes: persons without insurance will be directed to a local federally funded clinic for primary health care and, they will receive an opportunity to attend community based DSMT programs.

### ***Increase DSMT Attendance***

The above-mentioned partnership will expand Nyack Hospital's ADA-recognized program beyond the hospital's walls. Nyack Hospital will implement additional activities to increase attendance at the ADA recognized DSMT programs. These activities will include marketing, outreach, updating brochures and hosting the Diabetes Symposium. The annual Diabetes Symposium features physicians, nurse educators, and dietitians, delivering a variety of lectures to persons in the community with Diabetes. Typically, 90-100 community members attend this event. And for employees of Nyack Hospital who are Diabetic, a series of 3 DSMT programs is planned.

### ***Initiate Teen Based Weight Loss Programs***

Nyack Hospital's community based Lose to Win weight loss program will be continued and expanded to include juniors and seniors in high school. Modification of the Lose to Win program for these teens will be a collaborative effort among Nyack Hospital health educators, dieticians, pediatricians, school nurses, school counselors, and administrators from a local high school.

## **Financial Statement (See Attachment 1)**

### **Corporate Structure**

Nyack Hospital is one of two voluntary, acute care hospitals in Rockland County. It is a not-for-profit corporation and has been recognized as tax-exempt pursuant to Section 501[c][3] of the Internal Revenue Code.

On March 14, 2005, Nyack Hospital became a Corporate Member of the New York-Presbyterian Healthcare System (NYPHS). Ownership, consisting of three hundred (300) members, was transferred from the Nyack Hospital Corporation to the NYPHS. The Hospital maintains responsibility for its own operations, assets and obligations. The Board of Trustees consists of twenty-five members, selected for their ability to effectively fulfill the Board's responsibilities and, to help make possible the formation of a governing body that is representative of major segments of the community served by the Hospital. Qualifications sought include an involvement in community affairs that are within the Hospital's service area; an ability to work with others; a demonstrated interest in the Hospital; and skills, interests and attitudes that will enable the trustee to contribute to the fulfillment of the Hospital's purpose and mission.

Trustees are elected for terms of one year, three of which are appointed by NYPHS. The consecutive terms of any trustee may not exceed six years.

Officers of the Board, also elected for one-year terms, include a Chair, Vice Chair, Secretary, Assistant Secretary, and the Hospital President & CEO.

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**The Board of Trustees is responsible for the proper control of all assets and funds; and for control and management of the property, affairs, and the quality of hospital and medical care. Specific responsibilities include:**

- **Implementation of processes to ensure that the Hospital maintains its Operating Certificate issued under the provisions of the Public Health Law of the State of New York, as well as full Joint Commission Accreditation;**
- **Selection of the Hospital's President & CEO and monitoring the designated CEO's performance;**
- **Provision of a safe physical plant and proper staffing;**
- **Planning for the Hospital's growth and development in order to meet the health needs of the community;**
- **Appointment of the Medical Staff;**
- **Review and approval of the Hospital's strategic plans as well as plans for performance improvement and provision of patient care.**

**Standing committees, which perform much of the Board's routine work, are as follows:**

- **Finance/Investment**
- **Audit and Corporate Compliance**
- **Governance**
- **Human Resources**
- **Patient Satisfaction**
- **Technology**
- **Institutional Review**
- **Performance Improvement**
- **Marketing and,**
- **Joint Conference.**

**Membership, authority and responsibilities of each committee are defined in the Hospital's bylaws. Special committees and Committees of the Corporation may also be appointed upon authorization of the Board.**

**Two affiliated entities of the Hospital are the Highland Medical, P.C., a captive professional corporation used for Hospital-based professional billing; and the Nyack Hospital Foundation, a 501[c][3] tax-exempt corporation that conducts fund raising activities for the Hospital.**

Attachment I

**COMMUNITY SERVICE PLAN FINANCIAL STATEMENT**

Hospital Financial Statement for Report Year: 2007

Name of Facility: Nyack Hospital

**I. Revenue**

<input type="checkbox"/> Net Patient Service Revenue – Total All Services	\$ <u>141,274,733</u>
<input type="checkbox"/> Other Revenue (e.g., investments)	\$ <u>6,073,668</u>
Total Revenue [Sum of above]:	\$ <u>147,348,401</u>

**II. Expenses**

<input type="checkbox"/> Depreciation & Interest (Old/New Capital—Bldg & Fix/MME)	\$ <u>6,610,694</u>
<input type="checkbox"/> Salaries	\$ <u>70,521,653</u>
<input type="checkbox"/> Employee/Fringe Benefits	\$ <u>19,475,730</u>
<input type="checkbox"/> Supplies and All Other Expenses	\$ <u>52,028,587</u>
Total Expense:	\$ <u>148,636,664</u>

**III. Details of Specific Revenue / Expense Items**

<input type="checkbox"/> Government, Grants Revenue	\$ <u>—</u>
<input type="checkbox"/> Research & Medical Education Revenue	\$ <u>—</u>
<input type="checkbox"/> Research & Medical Education Expense	\$ <u>—</u>
<input type="checkbox"/> Bad Debt/Uncompensated Care	\$ <u>6,198,831</u>
<input type="checkbox"/> Free Care (Charity Care, Hill Burton)	\$ <u>11,116,961</u>
<input type="checkbox"/> Courtesy Care	\$ <u>94,698</u>
<input type="checkbox"/> Community Benefits Revenue/Expense	\$ <u>106,498</u>