Community Service Plan
2010 Update
Table of Contents

Introduction.......................................................................................................................... 2
Saratoga Hospital .................................................................................................................. 2
Mission Statement for Saratoga Hospital ............................................................................ 3
Saratoga Hospital Service Area ............................................................................................ 4
Participants and Saratoga Hospital’s Role ........................................................................... 4
Identification of Public Health Priorities ............................................................................ 4
Three Year Plan of Action 2010 Update ............................................................................. 11
Prevention Agenda Priority: PHYSICAL ACTIVITY & NUTRITION................................. 11
Prevention Agenda Priority: CHRONIC DISEASES - Diabetes ........................................ 14
Prevention Agenda Priority: ACCESS TO CARE/COMMUNITY PREPAREDNESS............. 17
Financial Aid Program......................................................................................................... 18
Changes Impacting Community Health, Provision of Charity Care, and Access to Services ....19
Dissemination of the Report.................................................................................................. 20
Introduction

In 2009, Saratoga Hospital prepared a Community Service Plan to support the New York State Commissioner of Health’s statewide mission to improve the health of all New Yorkers and to participate in a new public health initiative. This initiative seeks to integrate traditional medical services with public health interventions that stimulate positive behavioral changes to improve health status. Facilitated by the Adirondack Rural Health Network (ARHN) Saratoga Hospital continues to participate in a collaborative approach to community health assessment and planning and to document those efforts in this Community Service Plan Update. Saratoga Hospital works together with other ARHN members1 who represent our community partners, including local health departments to address the Commissioner’s public health priorities identified in the Prevention Agenda toward the Healthiest State. By participating in this public health effort, Saratoga Hospital supports the overall goals of the New York State Health Department which are to focus on primary/secondary disease prevention, promote access to quality health care services and eliminate health care disparities where they exist.

Local Health Departments are similarly encouraged to participate in this process and to record their efforts in their Community Health Assessments and Municipal Public Health Service Plans. By collaborating with community health partners and developing a collaborative approach, all ARHN members are better able to meet the needs of the community by focusing resources on health care needs that are common to the region.

As the facilitating agency, ARHN provides a forum where the various community partners come together to effectively collaborate and to provide resources for the development of each county’s Community Health Assessment and each hospital’s Community Service Plan.

Saratoga Hospital

Saratoga Hospital, located in the city of Saratoga Springs, is an acute care hospital licensed for 171 beds including 129 medical/surgical beds, 12 pediatric beds, 14 maternity and 16 psychiatry beds. Saratoga Hospital also offers emergency department and ambulatory surgery services, as well as a full range of other outpatient services. The Hospital also operates a 36-bed skilled nursing facility on-site.

Additionally, the Hospital operates Wilton Medical Arts (WMA) and Malta Medical Arts (MMA), hospital-based extension clinics as well as Saratoga Surgery Center, a free-standing ambulatory surgery center. WMA and MMA offer an array of convenient and accessible diagnostic and treatment programs including outpatient medical imaging, occupational health, audiology, urgent care and rehabilitation.

1 Participating hospitals include: Adirondack Medical Center, Elizabethtown Community Hospital, Glens Falls Hospital, Moses-Ludington Hospital, Nathan Littauer Hospital, and Saratoga Hospital. Participating local health departments include: Essex County Public Health, Fulton County Public Health, Hamilton County Public Health, Saratoga Public Health, Warren County Public Health, and Washington County Public Health.
Mission Statement for Saratoga Hospital – No change since 2009 Community Service Plan

To serve the people of our community by responding to their health care needs in a supportive and caring environment.

Saratoga Hospital’s vision is to be the most trusted choice for healthcare in our region by...

- Achieving the highest levels of customer satisfaction
- Providing our patients and their families with the information and knowledge they need to make decisions about their health
- Investing in the growth and development of our physicians, nurses, allied health and support personnel
- Recruiting and retaining staff committed to the highest levels of clinical quality and service excellence
- Providing leadership and collaborating with others to indentify and address the region’s health care needs
- Investing in new services and innovative technology that will benefit the people we serve

Saratoga Hospital’s core values are …

Community: Our foremost commitment is to provide superior quality healthcare to the people of our community regardless of their ability to pay.

People: People are our most valued resource. At the heart of our organization are relationships based on the recognition that each person is inherently of value and deserving of respect.

Financial Resources: Maintaining financial strength in order to provide resources for continued growth, enhanced services and employee security.
Saratoga Hospital Service Area – No change since 2009 Community Service Plan

The service area for Saratoga Hospital is composed of all of the ZIP codes in Saratoga County and the ZIP codes for Greenwich and Fort Edward which are in Washington County. Historically, about 90% of Saratoga Hospital’s patients reside within this geography.

![Saratoga Hospital’s Service Area](image)

Participants and Saratoga Hospital’s Role – No change since 2009 Community Service Plan

Established in 1992 through a New York State Department of Health Rural Health Network Development Grant, ARHN is a community partnership of public, private and non-profit organizations in Upstate New York. ARHN creates a collaborative process for developing strategies and for implementing, monitoring and evaluating the regional health care system.

As a member of ARHN, Saratoga Hospital actively supports and participated in the gathering of information from a variety of stakeholders.

Identification of Public Health Priorities

**Shared Regional Priority**: As a result of the 2009 collaborative process, Physical Activity & Nutrition is the health priority area that the Committee members agreed to focus on as their top regional priority.
Shared Saratoga County Priority: Saratoga Hospital has as selected Chronic Diseases as a second priority. Specifically, Saratoga Hospital is working collaboratively with the Saratoga County Public Health Department to address ways to improve diabetes care in Saratoga County.

Saratoga Hospital Priorities: In the 2009 Community Service Plan, Saratoga Hospital identified Emergency Preparedness as the prevention agenda priority it would work on as a specific focus. The outcomes of that project are detailed in the following section. However, Saratoga Hospital offers many more programs and projects designed to address many more priorities:

Access to Quality Health Care

Saratoga Medical Park at Malta: Undoubtedly the most visible project for Saratoga Hospital is the development of the Saratoga Medical Park at Malta (SMPM) at Exit 12 and the Northway. Saratoga Hospital has purchased a 140 acre site which will give the organization the flexibility it will need through the coming decades to continue to meet the healthcare needs of a growing Saratoga County. In July, 2009 the Town of Malta approved the Planned Development District (PDD) legislation, allowing Saratoga Hospital to develop a comprehensive healthcare campus on the site. The PDD legislation depicts a comprehensive array of healthcare services that might be developed on the site over the coming years including a skilled nursing facility, senior housing, ambulatory care, medical office buildings, light medical / retail, and a hospital.

Ambulatory Care Centers: The opening of Malta Medical Arts in 2007 was the first piece of the ambulatory care strategy. Subsequently, the intention is to open additional sites until community needs are met. Each site would include a set of services that reflects the ambulatory care needs of the surrounding community. Consequently, each site could have a different set of services.

Family Medicine Practice Development: In response to a rapidly declining practice environment for family medicine physicians in private practice, Saratoga Hospital has developed a model that has been offered to all family medicine physicians in our community and to new family medicine physicians that choose to relocate here. The model allows family medicine physicians to get out from under the pressures of increasing practice overhead. Space at Wilton Medical Arts has been built out and primary care physicians are in place at Saratoga Family Physicians (SFP). This practice model will help retain existing family medicine physicians in the community and put Saratoga Hospital in a better position to recruit additional practitioners. Additional practice sites will be developed in other parts of the community as need dictates. In 2010 and beyond, Saratoga Hospital will focus on growing existing primary care sites at the three Family Health Centers and Wilton, while selectively evaluating the need for new sites in other parts of the community. A robust primary care recruitment effort is underway in a very challenging community – the demand for primary care physicians far exceeds the supply.

Orthopedic Center: Saratoga Hospital offers a specialty Orthopedic Center, a “hospital within a hospital”. With the strong support of our orthopedic surgeons, we developed an inpatient orthopedics unit that combines high quality; outcomes based care with high end amenities, and concierge level customer service. Significant care process changes have been made by both Saratoga Hospital and our orthopedic surgeons, exemplifying a true partnership in making this orthopedic pavilion.
Capacity and Demand Management: As Saratoga Hospital navigates its way through periods of historically high inpatient occupancy, it is important that the organization actively address this challenge. These challenges are on two fronts:

- Creating capacity through efficient patient management: Many efforts have been in place to create capacity through increased patient throughput. These efforts need to be sustained and new efforts embraced when identified. Out of necessity, Saratoga Hospital needs to employ “best practices” in capacity management. Specifically, in 2010 Saratoga Hospital will migrate select ancillary services to 24/7 operations, thus allowing ALOS to be reduced. Additionally, capacity at the Saratoga Surgery Center will be leveraged by allowing 23 hour stays, thus releasing some capacity at Saratoga Hospital.

- Plan to add beds when needed: Saratoga Hospital needs to develop a plan that will help ensure that inpatient beds are available to Saratoga Hospital patients when they are needed. In September 2010 the new 20 bed Orthopedic Center will open, adding 20 beds to Saratoga Hospital’s operating capacity.

Chronic Disease

Specialty Centers for Diabetes / Endocrinology and Pain Management were opened in 2008, initially in temporary space at Saratoga Family Physicians. By September 2009 both of these specialty centers moved to new permanent space in the second floor of the Saratoga Surgery Center (SSC). Demand for these services has been high. A second endocrinologist started in September 2010 with The Center for Diabetes and Endocrinology. Reconfiguration of space at Wilton Medical Arts to better accommodate its high volume services and the relocation of occupational health to Malta Medical Arts will also be completed in 2010.

Community Preparedness

Provider of Choice for Community Based Emergency Medicine: Saratoga Hospital has a history of providing high quality emergency medical services to residents of the communities we serve. Over the past five years, the organization has been challenged with extensive capacity constraints, brought about by both growing emergency department (ED) volumes and growing inpatient admissions. Placing patients in beds has become increasingly difficult and ED holds have, unfortunately, become routine. With the opening of the first phase of a new ED in July 2009 and additional inpatient capacity later in 2010, Saratoga Hospital has an opportunity to significantly reduce the congestion.

Our data indicates that we are the community leader in emergency care, and with the completion of the new ED in 2010 and the opening of a six bed Express Admissions Unit adjacent to the ED, Saratoga Hospital has the opportunity to establish itself as the leader in the Capital District in community based emergency medicine. The new ED on the Church Street campus, recently enhanced relations with regional emergency rescue squads, and contemplated urgent/emergent services in Malta combine to make Saratoga Hospital the community leader in emergency services.
Healthy Mothers, Healthy Babies, Healthy Children

Women’s Services: A household’s first encounter with a hospital is often when Mom has a baby. Research shows that in 80% of households nationwide, the primary health care decision maker is a woman. For these reasons Women’s Services need are important to Saratoga Hospital.

Studies show that Saratoga Hospital is now the provider of choice for Women’s Services in the Community. To capitalize on these gains, in 2010 Saratoga Hospital is focusing on improving its Women’s Services by:

- Defining a Women’s Services product line by coalescing existing services and developing others.
- Raising awareness OB practices that have capacity for new patients.
- Recruiting new OB/GYNs into the community to improve access to care.

Healthy Environment

Saratoga Hospital has a number of programs in place to promote a healthier environment.

- For the past 10 years, extensive programs have been put in place to reduce energy consumption. These including using variable speed drives, energy efficient lighting, better air handling systems, and the use of LED lighting wherever possible. We estimate we have saved between $1.5 million and $2.0 million in utility costs during this time.
- We have instituted many improvements in waste management. “Red bag” waste has been reduced by 4,000 pounds per year. Medical waste has been reduced from 1.78 pounds per patient day to .97 pounds. Paper recycling has saved 5900 pounds of paper per month. We now recycle about 15,000 needle box containers per year and, due to a more environmentally friendly patient room cleaning system, 120 gallons of water / chemical solutions are saved each day.

Infectious Disease

- All Saratoga Hospital employees, during orientation, get information regarding infection prevention practices including handwashing, isolation precautions, policies and procedures, and immunizations.
- All employees get yearly education in hand washing and the importance of getting a flu vaccination. Handwashing audits are completed quarterly.
- Saratoga Hospital also has a number of clinical initiatives underway to reduce incidence of infections and infectious diseases as follows:
  - **Central line infection prevention:** We use a “central line bundle” that focuses on proper site selection, proper maintenance of the site, and removal of the central line as soon as clinically indicated.
  - **Ventilator precautions:** We use a “ventilator bundle” that focuses in keeping the head of the bed elevated, implementing a “sedation vacation”, proper oral care, and peptic ulcer prevention.
  - **Surgical site focus:** We use “SCIP” (Surgical Care Improvement Project) to guide our efforts. Included techniques are refraining from using razors and proper and timely antibiotic use – begin within one hour of procedure and discontinue after 3 doses.
  - **Urinary tract infection (UTI):** To lower UTI rates, Saratoga Hospital is focusing on proper insertion and maintenance of catheters and ongoing support of clinical staff.
- Saratoga Hospital also tracks the incidence of the C-difficile bacteria and reviews clinical protocols for potential change.

**Mental Health and Substance Abuse**

- Saratoga Hospital provides an inpatient acute mental health unit with 16 staffed beds, and accepts patients in the unit without regard to the ability to pay. The unit serves patients age 18 and over, and medical supervision is provided by 2.0 FTEs board certified psychiatrists.
- Saratoga County Mental Health provides outpatient mental health service on the Saratoga Hospital campus. The two organizations cross refer and interface on a regular basis.
- Saratoga Hospital’s Emergency Department offers detoxification services for patients that need them. Following this, referrals are made to local inpatient or outpatient substance abuse facilities, if needed.

**Physical Activity and Nutrition**

- Saratoga Hospital encourages all employees to participate with summer and fall walking programs; it’s annual Run for the ROC, which is a 5K that raises money for the Mollie Wilmot Radiation Oncology Center; and the American Heart Association Heart Walk.
- Upon hiring, all employees are provided one on one education on “Taking Care of Your Body is Your Full Time Job”. In coordination with this program, an Employee Body Mechanics program has been developed that educates employees about safe patient handling.
- The main hospital stairwell has been given a facelift to promote climbing stairs as opposed to using the elevators. Walls were painted bright colors, new floors were installed, lighting was improved and the stairs were numbered.
- A hospital walking path has been developed and the route is found on our intranet site. Mile markers are placed at quarter mile intervals.
- Saratoga Hospital has partnered with the Saratoga YMCA to offer membership discounts to employees. Twenty five percent of a single membership and twenty eight percent of a family membership is paid by the hospital.
- Employees who show evidence of increased physical activity are eligible for gift certificates at local fitness related businesses. Saratoga Hospital also offers a generous flexible spending account plan.
- In July 2007 Saratoga Hospital was the first hospital in the Capital Region to be recognized as trans fat free.
- Saratoga Hospital’s cafeteria offers a healthy salad bar and a daily “heart healthy” hot entrée, along with whole grain breads and fruit platters.
- Hospital vending machines are trans fat free and contain organic, fruit juice, soy milk, granola, and other healthy options.
- A Wellness Committee is in place and has budgeted dollars to implement programs and activities.
- Annual health assessments are done on all employees.

**Tobacco Use**

- Saratoga Hospital has a smoke free campus. Tobacco use in only permitted in private vehicles and may not be used anywhere else on the campus and not within 500 feet of the campus boundary.
All patients who smoke are offered smoking cessation class information and, in consultation with the admitting physician, may be offered nicotine replacement therapy while a patient.

**Unintentional Injury**

Saratoga Hospital places a high priority in having a safe workplace for all employees. We comply with all OSHA regulations and conduct a yearly update to OSHA.

**Other Priorities**

**Physician Alignment:** Recent trends in medicine have threatened the alignment of hospital and physician goals. With the continuous decrease in length of inpatient stays, physicians spend fewer hours in the hospital, making it appear less critical to their success. Reimbursement has steadily shrunk, leading physicians to seek other revenue streams, often leading them to duplicate and even compete with hospital services such as imaging, non-invasive testing and same day procedure centers. Changing values in newer generations have led physicians to seek hospital payment for things like committee meeting attendance and ED coverage, activities that previous physician generations understood to be part of their obligation to the community. Yet, physicians and hospitals will always have a symbiotic relationship requiring partnership at some level. Saratoga Hospital understands that physicians on its medical staff must all be viewed as potential partners. As the operating environment for both physicians and hospitals evolves, Saratoga Hospital will vigorously examine any physician partnering opportunity either of its own initiation or initiated by its medical staff. The evaluation process would include determining financial and human resources required, evaluating the impact on patient care and patient outcomes, complete vetting of legal issues, and other factors appropriate for an individual opportunity. Physician recruitment is a continuing priority for Saratoga Hospital, with the focus on primary care. Saratoga Hospital will continue to work with existing physician groups and physicians interested in relocating to the Saratoga community to ensure that adequate physician supplies are available to meet community needs. Additionally, contractual relationships with physicians will be continually evaluated to ensure they meet community and organizational needs.

**Commitment to Quality:** Saratoga Hospital is committed to the continuous improvement and assurance of healthcare quality. At Saratoga Hospital, quality is not just a word. It is an integral part of our culture and a foundation of our values. We demonstrate our dedication to healthcare quality through numerous activities throughout the organization including review of care variances with the goal of process improvement, study and implementation of best practices, monitoring of quality indicators for comparison with external benchmarks and invitation of critical review by regulatory bodies. Continuous improvement requires continuous and accurate measurement; as such, Saratoga Hospital keeps current with information technology systems. Finally, since quality is greatly judged by the consumer, we monitor patient satisfaction and aim for continuous improvement of our scores and high ratings compared to our peer facilities. Further, the organization is ready for the transition from a service based reimbursement system to a value based system to insure optimal reimbursement.

**Electronic Medical Record:** Saratoga Hospital is in the fourth year of a multi-year plan to introduce an electronic medical record (EMR) organization-wide. EMR systems will enable nurses and physicians to be more efficient, foster sharing of information across the continuum of care, will increase patient safety and lead to better patient outcomes. EMR was introduced in the Emergency Department in 2008 and was expanded to certain inpatient units in 2009. Implementation of clinical documentation has been completed in all inpatient units. In 2010,
Saratoga Hospital will position itself to meet final EMR “meaningful use” requirements, implement bedside medication verification, begin implementation of CPOE in inpatient units, and begin assessing the CPOE option for Saratoga Family Physicians and the Family Health Centers.

**Customer Satisfaction:** Saratoga Hospital continues its focus on providing outstanding customer service and keeping its work force satisfied and motivated. Saratoga Hospital utilizes Press Ganey Associates to measure patient satisfaction and subscribes to seven different surveys to continually monitor patient satisfaction in all aspects of the business. The opening of the new Emergency Department (ED) provides a substantial opportunity for improved customer satisfaction. With a new facility and a commitment to develop a new way to deliver emergency care, the stage is set for the ED, essentially our “front door”, to become an immensely positive beginning for a patient’s encounter with Saratoga Hospital.

**Employee Engagement:** Saratoga Hospital's objective is to create a work environment that promotes and recognizes high performance, career development and life-long learning. Through various initiatives that are designed to support our employees, we want to build a culture of ownership that encourages employee involvement in decision-making and rewards and recognizes desired behaviors and performance. Employee Perspective Surveys are conducted on an annual basis and action plans are created both organizationally and departmentally. Internal communication efforts have been enhanced through the development of Inside Track, a biweekly employee newsletter, and revising the format of employee forums. We have been named a “Best Place to Work” for 2006, 2007, 2008, and 2009. As a Magnet organization, shared governance is a primary focus and we secured Magnet re-designation in 2010. We will continue to cultivate a learning culture at Saratoga Hospital by continuing to provide evidenced-based clinical, technical, customer service and leadership programs to satisfy all regulatory requirements. The goal is to develop employees, volunteers and students to their full potential, enabling them to provide the highest quality care to those we serve. In 2007, 2008, and 2009 Saratoga Hospital was named to Training Magazine’s Top 125, moving from a ranking of 111 in 2007 to a ranking of 45 in 2009.

Saratoga Hospital, in conjunction with Siena College, has developed a 3 tiered leadership development program. Taught by Siena faculty and Saratoga Hospital management, the program allows employees to progress through Emerging, Operational, and Strategic tiers, incrementally improving their management skills, and their value to Saratoga Hospital. Emerging and Operational classes have been completed, with valuable capstone projects presented to Senior Management.
## Three Year Plan of Action 2010 Update

### Prevention Agenda Priority: PHYSICAL ACTIVITY & NUTRITION

**Long-Term ARHN Regional Goal:** Positively impact physical activity and nutrition in the region

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1: Establish a taskforce of regional representatives whose goal is to select activities, design a schedule for implementation and select a method of evaluation for evidence-based programs focusing on physical activity and /or nutrition by January 1, 2010 for years 2 and 3 of implementation.</td>
<td>1. Identify ARHN staff to facilitate activities of 3-year plan</td>
<td>Complete. ARHN staff has contracted with the Center for Governmental Research (CGR) to facilitate the activities undertaken by the Physical Activity and Nutrition Task Force (PANTF).</td>
</tr>
</tbody>
</table>
|                                                                          | 2. Community Health Planning Committee compiles list of physical activity and nutrition experts as potential members of task-force                  | Ongoing. The CHPC met in April 2010 and accomplished the following:  
> - Evaluation of the process used to prepare the CHA/CSP in 2009 and the results were discussed with the CHPC in March, 2010;  
> - Identification of potential PANTF members by each CHPC participant. Each CHPC member organization submitted names of no more than 2 potential PANTF members from each CHPC organization. |
<p>|                                                                          | 3. ARHN &amp; Committee members solicit interest in task force &amp; determine participation                                                             | On March 25, 2010 invitations with RSVP were sent to all potential PANTF participants identified by the CHPC soliciting their participation in the project. |
|                                                                          | 4. Convene taskforce, initial meeting held or strategic planning session planned and conducted                                                  | The PANTF convened their first meeting on April 29, 2010 and subsequent planning meetings were conducted in May, June and July. These meetings were facilitated by ARHN staff and consultants from CGR. |
|                                                                          | 5. Summary outlining planning priorities provided to partners                                                                                   | On August 3, 2010, the PANTF presented their first report to the CHPC. Although PANTF has ruled out some options as being beyond the scope of their charge or that some options would be duplicative of initiatives already in place. |</p>
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
</table>
| **OUTCOME 2:**  
Work plan(s) with measurable outcomes, implementation schedules and budgets developed by taskforce by June 30, 2010.  
This outcome requires revision of the target date from 6/30/10 to 12/31/10 | 1. Taskforce needs and structure determined  
Given the diversity of human and financial resources within the ARHN, PANTF will adopt the Performance Partnership Model whereby each county will agree upon common outcome(s) but not necessarily employ the same approach(s) to reach outcome(s). | In process |
|  | 2. Priority programs identified  
PANTF will host a regional conference on physical activity and nutrition in Spring, 2011. Topics to be addressed are: community gardens, “complete street” initiatives, joint use policies and physician involvement. | In process |
|  | 3. Implementation plan developed using logic model and taskforce responsibilities identified | In process |
|  | 4. Outcomes and evaluation methods determined | In process |
|  | 5. Budget(s) developed and recommendations made to Community Health Planning Committee for approval | In process |
|  | 6. Work plan(s) finalized and recommendations made to Community Health Planning Committee for approval | In process |
| **OUTCOME 3:**  
Physical activity and/or nutrition interventions are implemented by taskforce by June 30, 2011. | 1. ARHN provides oversight of taskforce activities/programs and administrative functions |  |
<p>|  | 2. Work plan activities commence, taskforce begins data collection and assessment of activities |  |
|  | 3. Taskforce collects and reports data |  |</p>
<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOME 4:</strong> Physical activity and/or nutrition interventions are evaluated and results are communicated to stakeholders by June 30, 2012.</td>
<td>1. Data collection on specific interventions completed and results submitted to ARHN Staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Data/evaluation compiled and analyzed by ARHN and taskforce to determine impact of interventions and activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Regional summary developed by ARHN Staff and shared with ARHN Partners and other stakeholders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Conduct assessment of approach and procedures that were used throughout the 3-year process to evaluate the success of the regional action plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Share lessons learned from process evaluation with Community Health Planning Committee</td>
<td></td>
</tr>
</tbody>
</table>

**Successes**

As of August 1, 2010 the PANTF has accomplished following:

- Convened stakeholders representing six counties and various types of organizations
- Engaged in priority setting exercises
- Identified interest areas and areas where more information is needed
- Shared information about ongoing initiatives
- Educated members about specific strategies
- Potentially eliminated some options as beyond scope/ duplicative

**Barriers**

As of August 1, 2010 the PANTF has identified the following issues:

- Original time frames are too aggressive – PANTF has not yet coalesced around a particular issue
- Physical Activity and Nutrition is a broad priority area
  - Multiple strategies, multiple populations, multiple ongoing initiatives, multiple needs
  - Understanding the scope of the issue requires time, expertise and direction
- PANTF has a diversity of expertise and interest areas
- More time is needed to create shared understanding, shared priority
- Questions remain as to whether a single strategy is the best use of resources
## Prevention Agenda Priority: CHRONIC DISEASES - Diabetes

**Long-Term Saratoga Hospital Goal:** Improve diabetes care for the residents of Saratoga County

<table>
<thead>
<tr>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1: Improve multidisciplinary coordination of care for in-patients with diabetes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a diabetes collaborative group to coordinate in-patient care of patients with diabetes. Goals will include developing standardized protocols and procedures for managing diabetic patient care in the hospital, and offering an annual “Skills Day for Nurses” to educate nursing staff on use of protocols and standardized tools for managing diabetic patient care.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
</tr>
</thead>
</table>
| Diabetes Collaborative Group established in late 2009 with 30 members from Saratoga Hospital’s staff. William Malone, MD was named as chair with Lisa Hodgson, RD, CDN, CDE and Diane Zak, RN Care Manager as Co-Chairs. A regular meeting schedule was established. Goals for 2010 are:  
- Develop pre-op guidelines for insulin pumps  
- Develop insulin pump criteria re: if patient can take care of own pump while hospitalized  
- Patient education re: Diabetic Management  
  
Diabetes Skills Day was held on November 12, 2009 The event was held in two locations. About 125 health care workers attended. The theme of the day was “The Diabetes Tool Kit” and various stations based on evidence-based practice in the area of diabetes management and included an educational display board and hand-on props. The stations were:  
- The Basics of Diabetes  
- Carbohydrate Counting  
- Skin Care for People with Diabetes  
- The Basics of Insulin Pumps  
- Using Glucometers  
- Medications  
- Community Resources  
- Ask the Endocrinologist  
- Using Insulin Pens  
- Diabetes Collaborative Initiatives |
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 2: Expand access to Endocrinology/Diabetes support services in Saratoga County</td>
<td>1. Relocate The Saratoga Center for Endocrinology and Diabetes into a newly constructed, larger office that will accommodate more outpatient visits for diabetes care.</td>
<td>On June 30, 2009, Saratoga Hospital received DOH approval to construct a multi-purpose primary medical care extension clinic to be located on the second of the Saratoga Surgery Center on Route 50 in Wilton, NY. The construction project was required to prepare space for physician offices for the Saratoga Center for Endocrinology and Diabetes to offer the services of an Endocrinologist (William Malone, MD) and nutrition counseling for diabetic patients. Construction began in the summer of 2009 and was completed in September 2009. Operation of the new Center commenced on September 28, 2009. Currently, the Center sees over 250 community-based patients each month with this number continuing to increase.</td>
</tr>
<tr>
<td></td>
<td>2. Recruit a new Endocrinology specialist to increase availability of diabetes care</td>
<td>Saratoga Hospital has recruited Allison Graziadei, MD, a Board-certified Endocrinologist, to join Dr. Malone’s practice starting September 1, 2010.</td>
</tr>
<tr>
<td></td>
<td>3. Achieve and maintain an American Diabetes Association recognized diabetes education program.</td>
<td>In August 2009, Saratoga Hospital’ diabetes education program achieved ADA designation as an approved diabetes self management program.</td>
</tr>
</tbody>
</table>
### Outcome Strategies Status

**OUTCOME 3:**
Develop, launch and evaluate a community education/outreach campaign to increase the awareness of ways to prevent and manage diabetes as well as resources available for people in Saratoga County who are at risk for diabetes.

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish committee to design educational campaign targeting people at risk for diabetes</td>
<td>In process</td>
</tr>
<tr>
<td>2. Conduct educational sessions and disseminate informational materials designed to educate the public, especially people at risk for diabetes about ways to prevent and manage diabetes as well as to increase awareness of available resources.</td>
<td>In process</td>
</tr>
<tr>
<td>3. Evaluate effectiveness of Diabetes Campaign by surveying educational session attendees and including appropriate questions in community-wide survey.</td>
<td>In process</td>
</tr>
</tbody>
</table>

### Successes
As of August 1, 2010 the Diabetes Collaborative has accomplished the following:
- Established the collaborative group and set goals for 2010
- Diabetes Skills Day was held in 2 locations with 125 health care participants
- Constructed an opened the Saratoga Center for Endocrinology and Diabetes
- Saratoga Hospital recruited a new Endocrinologist
- Diabetes Education Program achieved ADA designation as an approved diabetes self management program

### Barriers
As of August 1, 2010 the Diabetes Collaborative has identified no significant barriers.
Prevention Agenda Priority: ACCESS TO CARE/COMMUNITY PREPAREDNESS

Long-Term Saratoga Hospital Goal: Improve access to primary care for Saratoga County residents and establish a centralized site in Saratoga County for response to health care emergencies

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Strategies</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1: Construct a new facility on 140-acres of land adjacent to exit 12 of I87 to house Malta Medical Arts and to serve as a centralized testing and treatment location in the event of a health care emergency or outbreak of infection in Saratoga County</td>
<td>1. File Certificate of Need application with NYSDOH by 9/15/09</td>
<td>Certificate of Need Application filed on September 24, 2009. In September 2009, Saratoga Hospital submitted a Certificate of Need application to the New York State Department of Health (DOH) to develop its first facility at SMPM that would replace Malta Medical Arts (MMA) and add 24 hour emergency services and a small complement of inpatient beds. The DOH subsequently determined there was no need for additional emergency services in Saratoga County and Saratoga Hospital is now working with the Department to determine the service mix at the new facility. Negotiations should conclude and a CON granted late in 2010 / early 2011.</td>
</tr>
<tr>
<td></td>
<td>2. Begin construction of new facility that will offer a combination of inpatient care, emergency care, primary care and outpatient imaging and laboratory services.</td>
<td>In process.</td>
</tr>
</tbody>
</table>

| OUTCOME 2: Begin operation of new facility by 12/31/12. | 1. Relocate Malta Medical Arts primary care (urgent care), outpatient imaging and laboratory services to the new campus | In process. |
| | 2. Open new Emergency Department to operate 24/7 with inpatient capacity for some patients and stabilize and transfer other to Saratoga Hospital as needed. | This strategy has been revised to read: Open new outpatient center in Malta as part of a joint venture with Albany Medical Center. Services to include diagnostic imaging and urgent care staffed by emergency medicine trained physicians. |

**Successes**
- Saratoga Hospital planned the Malta project and filed the required CON with DOH
- Saratoga Hospital and Albany Medical Center agreed to joint venture on a revised plan.

**Barriers**
- NYSDOH determined that the original project will not be approved as planned.
Financial Aid Program

Since our founding more than a century ago, Saratoga Hospital has been dedicated to providing quality health care to the people of our community, regardless of their ability to pay. That commitment continues as one of our core values today and is spelled out in our mission/vision.

**Successes**

Between 2007 and the end of 2009, Saratoga Hospital's Financial Aid Program helped over 21,000 needy patients by providing them with over $14 million in assistance. In 2007, Saratoga Hospital devoted $2.0 million to the Financial Aid Program. In 2008, the amount of financial assistance increased to a total of $6.7 million and in 2009 that amount was $5.6 million. It is important to note that while funds for this program are provided for in the annual budget, Saratoga Hospital continues to offer charity care even though the financial needs of the program may exceed the budgeted amount. Therefore any year-to-year changes in the resources devoted to financial aid reflect the changing needs of the community, not Saratoga Hospital's commitment to helping all of the patients who need it.

![Saratoga Hospital Financial Aid Program](chart.png)

**Challenges**

One of the greatest challenges Saratoga Hospital's Financial Aid Program faces is securing the cooperation of patients and guarantors to apply for assistance when they qualify. This includes the difficulty of receiving complete information in a timely manner from the applicants.

Saratoga Hospital's financial assistance approval process requires a decision by Saratoga County regarding the applicant's Medicaid status. Often Saratoga County is very slow in determining the Medicaid eligibility which delays Saratoga Hospital's ability to provide needed assistance in a timely manner. Needy patients can typically wait a minimum of three months for a decision and up to six months for a disability review. Determining Medicaid eligibility is even more problematic for patients who live outside of New York State due to a lack of effective communication.
General Accomplishments
Saratoga Hospital is very proud of the accomplishments of our Financial Aid Program which include the fact that although the national minimum standard for providing financial assistance is for patients whose incomes places them at 300% or less of the Federal Poverty Guidelines. Saratoga Hospital's Financial Aid Program's minimum requirement is that income levels can be at 400% or less of the Federal Poverty Guidelines. This means that many more patients will qualify for assistance from Saratoga Hospital than they would if they were care for by a different health care facility.

Additionally, Saratoga Hospital works with other health care providers in the community to encourage them to adopt Saratoga Hospital's financial assistance standards. Both the Albany Anesthesiology Group and Saratoga Family Physicians have adopted our determination of financial assistance for the patient they bill.

Process Improvements
Saratoga Hospital is always striving to improve the financial assistance process. Most recently we have improved the program by requiring a single application to be filed in order for a patient to receive assistance at Saratoga Hospital, Wilton Medical Arts, Malta Medical Arts, Saratoga Surgery Center or any of the three Saratoga Family Health Centers (located in Saratoga Springs, Schuylerville and Galway). This makes the process much simpler for the applicants and ensures that the Financial Aid Program reaches as many qualified patients as possible.

Saratoga Hospital has also improved the ability to identify illegal aliens and the homeless when they present as patients. This allows us to improve the access to the health care and financial assistance these patients are likely to need.

Best Practices
Best practices of Saratoga Hospital Financial Aid Program include the introduction in 2008 of a 35% automatic self-pay charity care reduction to all patients with no insurance. Beginning in 2009, any uninsured urgent care patients receive additional discounts based on the level of services received.

Changes Impacting Community Health, Provision of Charity Care, and Access to Services
On September 15, 2010, Saratoga Hospital announced a joint venture with Albany Medical Center to develop an outpatient center in Malta. The facility will be the first developed at the Saratoga Medical Park at Malta, a 140 site purchased by Saratoga Hospital in 2007. This center will be unlike any other in the Capital Region in that it brings together the resources of the regions only academic medical center and a progressive community hospital to offer a level of service that will positively impact community health status. Services offered will include comprehensive imaging, including CT and MRI, as well as an urgent care service staffed by emergency medicine trained physicians. This specialized staffing will allow patients to avoid trips to more costly hospital based emergency rooms. The center will also develop protocols to monitor patient follow up, ultimately lowering health care costs and reducing hospital admissions and readmissions. As with all Saratoga Hospital facilities, all patients are cared for without regard to the ability to pay. In addition to financial access, the new outpatient center will be
located just off Exit 12 and the Northway, providing easy access to all of central and southern Saratoga County.

With the healthcare reform legislation that passed in March 2010, there is a renewed emphasis on controlling the rising costs of healthcare. The new outpatient center in Malta is just one way Saratoga Hospital is responding. In 2011, Saratoga Hospital will review its operations to determine where greater efficiencies might be gained. The Healthcare Reform Bill is partially paid for by a $550 billion reduction in Medicare spending on hospitals over the next ten years. Hospitals will be asked to do more, with less, and Saratoga Hospital wants to position itself to not just survive, but thrive, under healthcare reform.

**Dissemination of the Report**

There are three ways you can obtain information about Saratoga Hospital’s Community Service Plan:

- Saratoga Hospital’s website home page, [www.saratogacare.org](http://www.saratogacare.org) includes access to Saratoga Hospital’s Community Service Plan. You can read and download this report by following these steps:
  - From the Saratoga Hospital home page, select **Community Resources**.
  - Then select **Articles and Publications**.
  - On the right, click on **Community Reports**
  - Select **Community Service Plan**.

- The January 2010 edition of Saratoga Hospital’s community newsletter contained a full page dedicated to health care in our community which included information about the Community Service Plan. This newsletter is mailed to almost 50,000 households in the greater Saratoga Region. Additionally, copies are given out to newcomers to the community, new hospital employees, physician offices and other community locations.

- Saratoga Hospital’s website home page, [www.saratogahospital.org](http://www.saratogahospital.org) now includes a link to The ARHN website homepage [www.ARHN.org](http://www.ARHN.org) where you can read and download the report, **Building a Healthy Community, Health Assessment and Community Service Plan, September 2009**. Saratoga Hospital’s Community Service Plan is Appendix 12 of this regional report.