

SARATOGA HOSPITAL

**Implementation Plan for
Needs Identified in the 2016
Community Health Needs
Assessment for Saratoga
Hospital**

November 3, 2016

Introduction

Saratoga Hospital, located in the city of Saratoga Springs, is an acute-care hospital licensed for 171 beds, including 115 medical/surgical, 19 intensive care/coronary care, 7 pediatric, 14 maternity and 16 psychiatry beds. Saratoga Hospital also offers emergency medical and ambulatory surgery services, as well as a full range of other outpatient services.

Additionally, the Hospital operates hospital-based extension clinics as well as Saratoga Surgery Center, a free-standing ambulatory surgery center. The outpatient facilities, listed below, offer an array of convenient, accessible diagnostic and treatment programs, including outpatient medical imaging, occupational health, urgent care, and rehabilitation.

Saratoga Hospital's Mission, Vision, and Values

Mission

To serve the people of the Saratoga region by providing them access to excellence in healthcare in a supportive and caring environment.

Vision

Saratoga Hospital will be the preeminent provider of the highest quality healthcare for Saratoga region residents.

We will be a regional provider for certain service lines and, as an organization, will occupy a niche between traditional community hospitals and tertiary medical centers.

We will be both a high-quality and high-service provider and will be known for our timely acquisition of cutting-edge technology.

We will increase inpatient capacity to keep pace with our growing region. Eventually, all inpatient rooms will be private to help provide the privacy and dignity that all patients deserve.

We will develop, over time, the Saratoga Medical Park at Malta into an integrated healthcare campus to serve the growing needs of the Saratoga region.

We will continue to expand outpatient services, choosing the most convenient locations possible. Our goal is for the majority of Saratoga residents to be within 10 minutes of a Saratoga Hospital-affiliated facility.

We will recruit and retain highly skilled physicians. We will build relationships with physicians and other providers to help ensure their long-term commitment to the Saratoga region.

We will be recognized as a community leader. Employees will be encouraged to assume leadership roles in community-based organizations. The Hospital will partner with other worthy organizations whose goals are to improve the communities we serve.

We will be known as an innovative organization—one that is always looking for a better way to provide a service or meet a community need.

We will generate sufficient operating margin to allow Saratoga Hospital to meet community needs.

Values

QUALITY:

Saratoga Hospital continuously evaluates and monitors our quality against performance benchmarks from regional and national organizations.

Saratoga Hospital continuously cultivates a culture of quality whereby every employee is always focused on the delivery of high-quality care and encouraged to make suggestions when improvements are possible.

SERVICE:

Saratoga Hospital places the highest priority on providing outstanding customer service to our patients, physicians, and visitors. Service excellence is part of the culture at Saratoga Hospital, and the organization is committed to constantly enhancing the patient experience.

PEOPLE:

Saratoga Hospital understands that people are our most valued resource and, as such, every employee, physician, and volunteer deserves respect.

Saratoga Hospital offers a caring and supportive environment for its employees and one that cultivates leadership development.

GROWTH:

Saratoga Hospital remains ready to meet the needs of a growing Saratoga region, through expansion of existing services or the development of new services and sites when justified.

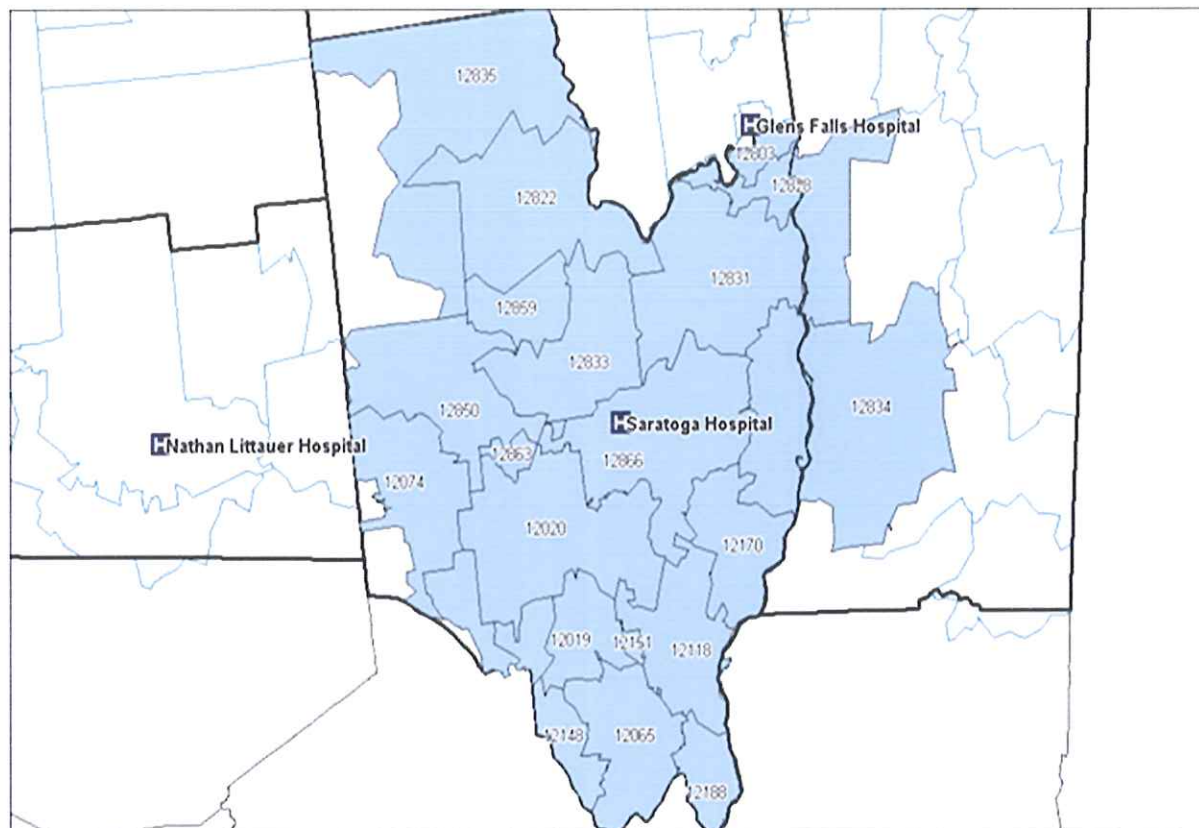
FINANCE:

Saratoga Hospital maintains financial strength in order to provide resources for a growing Saratoga region.

Saratoga Hospital recognizes the important role that our community plays in philanthropic support. We nurture the partnership between Saratoga Hospital and the community to meet the growing healthcare needs of the Saratoga region.

Saratoga Hospital Service Area

Saratoga Hospital's service area is defined as all of the ZIP codes in Saratoga County plus two ZIP codes that lie in Washington County along the Saratoga County border. The demographic characteristics of these two Washington County ZIP codes closely resemble those of Saratoga County. Over 96% of Saratoga Hospital's inpatients reside in Saratoga County. For the purposes of determining the health needs of the community, Saratoga Hospital assumed that the needs identified for Saratoga County reflect the health needs for the two Washington County ZIP codes as well.



Covered Facilities

Saratoga Hospital encompasses an integrated delivery system that includes the acute-care Hospital as well as the following outpatient facilities:

- Galway Family Health Center
- Malta Medical Arts
- Milton Health Center
- Regional Therapy Center at Malta
- Regional Therapy Center at the Springs
- Regional Therapy Center of Saratoga Hospital

- Saratoga Community Health Center
- Saratoga Family Health Center
- Saratoga Hospital Outpatient Center at Care Lane
- Saratoga Hospital Physician Offices at Malta Medical Park
- Saratoga Medical Oncology/Hematology
- Saratoga Outpatient Center (254 Church Street)
- Saratoga Outpatient Center at 19 West Avenue
- Saratoga Outpatient Center at One West
- Saratoga Surgery Center
- Schuylerville Family Health Center
- Scotia-Glenville Family Medicine
- Wilton Medical Arts
- Saratoga Midwifery and Women's Primary Care

2016 Community Health Needs Assessment

A Community Health Needs Assessment (CHNA) was conducted by the Healthy Capital District Initiative (HCDI) in spring 2016 in collaboration with our regional partners, including the region's hospitals and local health departments. Engaging the community in the health needs assessment process was a priority of HCDI and its stakeholders. Broad community engagement began with participation in the community health survey. The surveys offered multiple choice and open-ended questions to learn about residents' health needs, health behaviors and barriers to care. Demographic information collected by the survey allowed review of information by age, gender, race/ethnicity and income.

Survey results were incorporated into the examination of health needs by the members of the 4 Capital Region Public Health Prioritization Workgroups (Albany-Rensselaer, Columbia-Greene, Saratoga and Schenectady). The Workgroups included community voices through representatives from consumers, community based organizations that serve low-income residents, the homeless, those with HIV/AIDS, advocacy groups, employers, public health departments, providers and health insurers. Participants were encouraged to share data of their own and to advocate for the needs of their constituents. While all health institutions serve high need individuals, the two federally qualified health centers, Food Pantries of the Capital District, United Way of the Capital Region, Interfaith Partnership for the Homeless, and our consumer community representatives have unique access to medically underserved residents.

Selection of Priorities

Selection of the top health priorities for the Capital Region was based on a multi-year process building on existing knowledge from present Community Health Improvement Plan/Community Service Plan implementation efforts, as well as the 2015 Medicaid Delivery System Reform Incentive Payment (DSRIP) Needs Assessment. A Capital Region Prevention Agenda Steering Committee was formed to guide the 2016 Public Health Prioritization process and Plan development. Meetings were held during Fall/Winter 2015-2016 with participation from local health departments of Albany, Columbia, Greene, Rensselaer, Saratoga and Schenectady counties, St. Peter's Health Partners, Ellis Medicine, Albany

Medical Center, Saratoga Hospital, Columbia Memorial Hospital and HCDI to ensure that health needs analysis, prioritization and community health plans were timely and of high quality. Members of these organizations worked to identify individuals to participate in the Capital Region Public Health Prioritization Workgroups.

The Capital Region Public Health Prioritization Workgroups were formed to review data analyses prepared by HCDI and to select the top priorities with one health disparity to be addressed. Data presentations were given at the meetings to provide summarized available data on the leading problems in each of the Workgroup's service areas. Health indicators were included in the Prioritization data presentations if:

- At least one of the county rates were significantly higher than the New York State, excluding New York City data; or
- At least one of the county rates are in the highest risk quartile in the state; or
- Rates for the health condition worsened over the past decade for one of the counties; or
- The health condition was a leading cause of death in one of the counties; or
- Disparity between rates was clearly evident in sub-populations; or
- There were a high absolute number of cases in the counties.

Health indicators that met the criteria were included in the data presentations for each of the five Prevention Agenda Priority Areas: Prevent Chronic Diseases, Promote a Healthy and Safe Environment, Promote Healthy Women, Infants, and Children, Promote Mental Health and Prevent Substance Abuse, and Prevent HIV/STDs, Vaccine Preventable Diseases and Healthcare-Associated Infections.

Ninety (90) health indicators across the five Prevention Agenda Priority Areas were presented. Available data on prevalence, emergency department visits, hospitalizations, mortality and trends were included for each indicator. Equity data for gender, age, race/ethnicity, and neighborhood groupings were presented as available. After the presentation, these data were made available to Capital Region partners on the HCDI website (<http://hcdiny.org/>).

After the presentation of each set of health indicators, a discussion was held to answer any questions, or for individuals to share their experiences with the health condition in the population. Participants did a preliminary vote on the importance of the condition in the community based on three qualitative dimensions: the impact of the condition on quality of life and cost of health care; if there was community awareness and concern about the condition; and the opportunity to prevent or reduce the burden of this health issue on the community. Participants were provided with a Prioritization Tracking Tool to record their own comments and measure their thoughts on the severity, community values, and opportunity regarding each health indicator.

Upon completion of the data summaries, Capital Region Public Health Prioritization Workgroup members were given an opportunity to advocate for the priority they believed was most meritorious and the group voted on the top two Prevention Agenda categories. Behavioral health and chronic disease categories received the greatest amount of votes by far, because they impacted the largest number of people in the most significant ways, both directly and indirectly, through their influence on other health conditions. They also contributed most significantly to the cost of health care.

The results of the CHNA show that, for the residents of Saratoga County, the following are current health challenges:

- Chronic Disease

- Saratoga's adult current asthma prevalence (11.1%), was higher than Rest of State (10.5%);
 - Saratoga's adult smoking rate of 17.7% was lower than Rest of State (18.0%), but increased 4% from 2008-09 (17.0%);
 - The County's lung cancer incidence (69.9/100,000) lung cancer mortality (50.0/100,000), and CLRD mortality (38.0/100,000) rates were higher than Rest of State (68.6, 46.1, and 36.8);
 - While Saratoga's diabetes short-term complication hospitalization rate (4.1/10,000) was lower than Rest of State (5.8), the rate had increased 53% from 2009 to 2013;
 - Saratoga's stroke mortality (33.3/100,000) rates were higher than Rest of State (29.8)
 - Saratoga's colorectal screening rate of 71.7% was slightly higher than Rest of State (70.0%), but the county's colorectal cancer incidence rate (44.0/100,000) was higher than Rest of State (41.2);
 - Saratoga's mammography screening rates were lower than Rest of State for women 40 years of age and older (75.5% vs 77.8%) with a decrease of 5% in the rate from 2008-09 to 2013-14;
 - The County's female breast cancer incidence (136.2/100,000), late stage incidence (46.8/10,000) and mortality (21.8/100,000) rates were all higher than Rest of State (133.2, 42.7, and 20.9).
- Healthy and Safe Environment
 - Saratoga's incidence rate of elevated blood lead levels (10+ug/dl) in children under 6 years of age, while still below Rest of State, increased from 1.5/1,000 in 2012 to 9.7/1,000 in 2013;
 - The County's lead screening rates for children 9-17 months (36.1%) and 2 screens by 36 months (18.7%) were significantly lower than Rest of State (53.5% and 42.1%), both rates showing decreasing trends in screening;
 - Saratoga's rate of occupational injury ED visits in 15-19 year olds of 53.3/100,000 was higher than the Rest of State rate of 35.0/100,000.
 - Healthy Women, Infants, and Children
 - While Saratoga's teen (15-17 years) pregnancy rate of 6.5/1,000 was lower than Rest of State (13.0), the South Glens Falls neighborhood had 1.4 times the rates compared to Rest of State;
 - While Saratoga's late or no prenatal care rate of 3.4% was lower than Rest of State (4.1%), Saratoga Springs neighborhood had 1.3 times the rate of late or no care compared to Rest of State.
 - Infectious Disease
 - While Saratoga's chlamydia case rate for women 15-44 years of 773.0/100,000 was lower than Rest of State (1220.3) the rate increased 50% increase from 2009 to 2013;

- Saratoga's Lyme disease case rate of 200.8/100,000 was significantly higher than Rest of State (60.9), and the 7th highest rate of all NYS counties.
- **Mental Health and Substance Abuse**
 - The National Survey of Drug Use and Health estimated 19% of Saratoga residents with a mental illness and 4% with a serious mental illness;
 - About 12.7% of adult Saratoga residents indicated that they had 14+ poor mental health days in the past month, higher than Rest of State (11.8%), and an 25% increase from 2008-09 (10.2%);
 - Saratoga County's suicide mortality rate of 13.0/100,000 was significantly higher than Rest of State (9.6) and increased 53% between 2008-10 and 2011-13;
 - The self-inflicted injury ED visit rate for Saratoga residents 15+ years of age of 9.2/10,000, and self-inflicted injury hospitalization rate of 8.9/10,000 were higher than Rest of State (8.5, and 7.0), Saratoga's hospitalization rate increased 70% from 2009 to 2013;
 - Saratoga Springs neighborhood had 1.2 times the mental disease and disorder ED visit rates, and South Glens Falls neighborhood 1.5 times the mental disease and disorder hospitalization rates than Rest of State;
 - The National Survey of Drug Use and Health estimated 3% of Saratoga residents with drug dependence/abuse, and 2% needing, but not receiving, drug treatment;
 - Saratoga's newborn drug-related discharge rate of 64.7/10,000 discharges was lower than Rest of State (123.4), but increased 115% from 2009 to 2013;
 - Saratoga's had an opiate-poisoning related ED visit (any diagnosis) rate of 15.1/10,000 that was similar to the Rest of State (15.2), but showed a 40% increase from 2008-10 to 2011-13;
 - The National Survey of Drug Use and Health estimated 7% of Saratoga residents with alcohol dependence/abuse, and 7% needing, but not receiving, alcohol treatment;
 - Saratoga's adult binge drinking rate of 19.8% was higher than Rest of State (17.4%);
 - Saratoga's alcohol-related motor vehicle injury and death rate of 51.1/100,000 was significantly higher than the Rest of State rate of 44.3/100,000;
 - The County's cirrhosis mortality rate (8.6/100,000) were higher than Rest of State (7.2).

Saratoga Public Health Priority Workgroup

The Saratoga Public Health Priority Workgroup was spearheaded by the Saratoga County Health Department and Saratoga Hospital. Three meetings were held on February 10, February 24, and March 18, 2016. During these meetings, HCDI presented health indicators for each of the 5 Prevention agenda Priority Areas, and facilitated Workgroup discussions. The Power Point data presentations used during these meetings were made available to the Workgroup members and the general public on the HCDI Website (<http://www.hcdiny.org/>). The Workgroup chose their priorities at the last Workgroup meeting.

In the Saratoga County Prioritization Meetings, input was received from the community on a number of Mental Health and Substance Abuse topics. Representatives from the school districts highlighted that

one third of the students in some schools are reporting being depressed. Members of the community from both the Substance Abuse Prevention Council and the Sheriff's department noted that the Narcan training in the county has been very successful but there needs to be more training done. Many members of the community voiced concern that doctors were prescribing opiates recklessly. Employees from hospitals voiced their concern over the increased number of newborn drug-related discharges. Many community members voiced their concern over the many alcohol related events in the county and that the bars close at 4 am. Many in the meeting also stated that they felt strongly that poor mental health increases substance abuse and self-medicating. Representatives from the Tobacco Coalition expressed to the group how dire the consequences of smoking are amongst those with mental health conditions and informed the group that that population will die 25 years earlier than those without mental illness. Some members of the community also pointed out how obesity plays a role in mental health and substance abuse and that the lack of physical activity and increased screen time rates have serious impacts on the quality of life overall.

Saratoga County selected the following as the highest priority community health needs:

- Promote Mental Health
- Prevent Substance Abuse

Implementation Strategy

To address needs identified in the CHNA, Saratoga Hospital will engage key community partners in implementing evidence-based strategies across Saratoga County. Acknowledging that many organizations and resources are in place to address the health needs of our community, Saratoga Hospital has strategically reviewed both internal and external resources. This implementation strategy will explain how Saratoga Hospital will address health needs identified in the CHNA by continuing existing programs and services and by implementing new strategies. The implementation strategy will also explain why the Hospital cannot address all the needs identified in the CHNA and, when applicable, how Saratoga Hospital will support other organizations in doing so.

Collaboration

The strategies and activities outlined here will be implemented in coordination with Saratoga Hospital's regional partners. This includes working closely with the Saratoga County Public Health Nursing Service, Saratoga County Mental Health and other community based organizations. Additionally, over the past two years, Saratoga Hospital has taken steps to significantly strengthen collaboration with our regional partners in three ways:

- Becoming a partner in the Albany Medical Center Performing Provider System (AMCH PPS) to participate in the Delivery System Redesign Incentive Program (DSRIP).
- Entering into a formal affiliation agreement with Albany Medical Center
- Working to deepen and extend partnerships with local community-based organizations, Saratoga County Public Health Nursing Service and Saratoga County Mental Health Services.

DSRIP

Saratoga Hospital will devote significant collaborative resources as a participant in DSRIP. DSRIP is the main mechanism by which New York State will implement the Medicaid Redesign Team (MRT) Waiver Amendment. DSRIP's purpose is to fundamentally restructure the health care delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25% over 5 years. Up to \$6.42 billion dollars are allocated to this program with payouts based upon achieving predefined results in system transformation, clinical management and population health.

As a member in the AMCH PPS, Saratoga Hospital has partnered with more than 175 community healthcare providers spanning a five county catchment area (Albany, Columbia, Greene, Saratoga, and Warren). The AMCH PPS has chosen 11 DSRIP projects to implement over the five-year program. The projects focus on clinical improvement, population health management, and system transformation.

By 2020, the AMCH PPS will restructure the healthcare delivery system by:

- Reducing avoidable ED use and inpatient admissions by 25%;
- Enhancing the patient experience and clinical outcomes;
- Improving key population health measures;
- Minimizing the system-wide cost of care by transitioning to a Value Based Payment system; and
- Providing a community-based approach to care through the integration of services.

AMCH PPS partnering provider types include:

- Behavioral Health
- Clinics
- Community Based Organizations
- Health Home and Care Management
- Hospice
- Hospitals
- Non-PCP Practitioners
- Pharmacy
- Primary Care Physicians
- Skilled Nursing Facilities and Nursing Homes

Affiliation with Albany Medical Center

In the fall of 2016, Saratoga Hospital received approval by the New York State Public Health and Health Planning Council of the Certificate of Need Application for the affiliation agreement. This agreement will result in a more comprehensive, cost-effective and integrated health care system. The affiliation will build on a partnership already in place as exemplified by the highly successful joint venture, Malta Med Emergent Care in Malta. Physicians and medical teams from Saratoga Hospital and Albany Medical Center have been working there together since

June 2013, providing comprehensive 24/7 urgent care and high-level services. Another example is a collaboration, launched in 2009, to enhance stroke care by enabling real-time sharing of diagnostic information. Dozens of lives have been saved as a result.

Under the terms of the agreement, Saratoga Hospital will retain its name, local leadership and governance, and oversight of services delivered in the community. The existing medical staff at Saratoga Hospital will remain part of the hospital. Affiliating with Northeastern New York's only academic health sciences center with its medical school and cutting-edge research programs, enhances the ability of Saratoga Hospital's medical team and patients to access advanced options that are available only through that type of institution.

Partnerships with Community-Based Organizations

Saratoga Hospital will continue to work to strengthen existing and build new collaborative ties with other organizations in our community. In 2014 Saratoga Hospital and Saratoga County Public Health Nursing Service established and began to jointly conduct quarterly meetings of the Saratoga County Community Health Council. This organization now includes members from more than 30 community-based organizations in Saratoga County and is devoted to sharing ideas, opportunities to collaborate and to raising awareness of health issues and how we can work together to implement change.

Additionally, in 2016, a new group, the Saratoga County Mental Health & Substance Use Disorder Coalition, began meeting monthly. This group, composed of public health, mental health, law enforcement, judicial and substance use disorder, and health & human service professionals, reviews data, shares best practices, identifies gaps in services and collaborates to provide services resulting in greater efficiency and improvement of the care of residents living with mental health/substance abuse problems in Saratoga County. As a member of this coalition, Saratoga Hospital shares the goals of better understanding the systemic challenges to working with clients with mental health/substance use disorders. We are exploring ideas and innovations to alleviate these challenges and see how we can make the system work better for those we serve. Additionally, we are working to enhance the collaboration and coordination of treatment options for the benefit of those in need and their families/loved ones.

Recently the Saratoga County Community Health Council and the Saratoga County Mental Health & Substance Use Disorder Coalition have begun working more closely together to ensure that the efforts of each group compliment and reinforce the work of both groups.

A. How Saratoga Hospital will address health needs

The following plan outlines the challenges, strategies, activities, and goals for each of the Prevention Agenda focus areas identified as needs in the CHNA. The plan includes existing Hospital programs, services, and resources that will continue to address priority health needs.

Many of the strategies and activities address risk factors associated with multiple health problems. For example, strategies to reduce obesity will affect heart disease and diabetes. These strategies also might have a positive impact on mental health, as will strategies to reduce substance abuse.

I. New York State Prevention Agenda Topic: Prevent Chronic Disease

Focus Area: Increase Access to High-Quality Chronic Disease Preventive Care and Management in Clinical and Community Settings

Commitment to Care: Saratoga Hospital is committed to offering the highest quality care to our patients in all settings. We endeavor to offer new services to meet the emerging needs of the community that have been identified in the CHNA as well continue to provide existing services that help manage the health of our community residents. To this end, Saratoga Hospital plans to focus on the following in addition to specific programs targeting the needs identified in the CHNA:

- To reduce obesity in adults living in Saratoga County, Saratoga Hospital will continue to offer and expand the comprehensive bariatric program. This includes the latest most effective procedures—including bariatric surgery, at our new Saratoga Bariatric Surgery & Weight-Loss Program. At Saratoga Bariatric Surgery and Weight-Loss Program, our American Society for Metabolic and Bariatric Surgery (ASMBS) Center of Excellence surgeon has extensive experience in minimally invasive bariatric surgery, including adjustable gastric banding, sleeve gastrectomy, and gastric bypass. We also are experts at making adjustments that can help gastric band patients achieve their weight-loss goals. The Saratoga Bariatric Surgery and Weight-Loss Program at Saratoga Hospital has been granted full accreditation as a comprehensive bariatric facility by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program. The “comprehensive” designation—the highest available from MBSAQIP—signifies that Saratoga Bariatric Surgery & Weight-Loss Center meets rigorous standards for bariatric care. The designation also indicates that the Saratoga program provides the resources necessary to meet the needs of bariatric patients, both pre- and postoperatively.
- To offer improved care and fill gaps in care throughout the community, Saratoga Hospital will continue to expand and develop a Palliative Care Program to provide compassionate end of life care for our community. This will require better integration of these services with primary and other providers, such as home care, and increasing the number of patients with Advanced Directives. Saratoga Hospital is also developing strategies to improve case management on both the local and regional level. This work largely involves implementation of the DSRIP project designed to create integrated delivery system that are focused on evidence-based medicine/population health management.
- Saratoga Hospital plans to continue to reduce disparities in health care services by expanding the Saratoga Community Health Center to better align these resources with community need. The Community Health Center provides high-quality, affordable primary care, dental, and behavioral health services. As part of that care, we empower patients to take control of their health. We connect them to community resources, educate them about healthy lifestyles, and help them lay the foundation for long-term well-being. The number of patients served increases every year. Since September 2013, the Center has provided primary care for more than 6,000 patients during 14,471 visits, behavioral health services during another 4,606 visits, and dental care for 1,585 patients during 5,120 visits. All services are provided regardless of ability to pay. Roughly 25% of patients identify themselves as “self-pay”

clients, and over 35% are enrolled in Medicaid or other low-cost insurance programs. Insurance navigators and Saratoga Hospital Financial Assistance staff help those without insurance apply for low-cost coverage and enroll in the Hospital's financial assistance program. A prescription assistance fund helps make prescription medication available to those who can't afford co-payment costs. Additional funds are available to assist patients with extenuating dental needs as well. The Center food pantry offers items that reinforce educational messages about healthy eating choices. A community garden grows fresh vegetables and herbs to supplement monthly donations from local farmers. The pet food pantry promotes well-being by making it possible for patients to keep their pets and benefit from their companionship. Staff-facilitated classes help patients manage chronic conditions and develop and maintain a healthy lifestyle. Our diabetes visit series offers support and education, and our pain management course teaches patients to manage chronic pain through mindfulness and meditation. Strong partnerships with community service organizations—including Saratoga County Public Health, Shelters of Saratoga, Code Blue, CAPTAIN Youth and Family Services, and Catholic Charities—help link Community Health Center patients to essential resources.

- Saratoga Hospital will continue to reach out to all underserved patients by reducing barriers to care by fostering a welcoming and supportive system for all members of the community, for example, we will continue to maintain our LGBT designation and offer needed services to this group and others.
- Saratoga Hospital is committed to continuing the development of competencies required within the integrated delivery system including community-based care management, quality monitoring/improvement/reporting, and in the long run, to expanding these competencies to include population health management. Saratoga Hospital is working to improve care by increasing the percentage of baccalaureate prepared nurses across all clinical services. We are working to implement pathways to develop specialty nurses and other talent aligned with community needs. We will continue our plan of acquiring and placing professional nurses and advanced clinicians in primary, specialty and community care sites. We will continue to support the professional development for physicians to promote leadership within our medical group and we will assure that all professional nurses are working to the full scope of their licenses.
- Key to the success of all Saratoga Hospital goals is the continuation of our very robust physician recruitment plan. Expansion of existing services and creating access to new services requires the talents of dedicated physicians as the backbone of the care we provide. Saratoga Hospital will execute plans to recruit new physicians to meet the health needs of our community in many specialties. These recruitment efforts will continue as new needs arise, but for the foreseeable future, the plan includes recruitment of primary care physicians to maintain and increase access, surgical specialists to strengthen and deepen the breast health program, pain management, and minimally invasive surgery and spine health services. We will continue to recruit behavioral health specialists to support expansion of these services to meet the most pressing needs identified for this community: to promote Mental Health and to reduce substance abuse. To address the need to improve cardiovascular health, we plan to increase the number of Cardiologists and

pulmonary/critical care providers on our staff. Finally, to fulfill our goal of offering high quality, affordable access to care at locations convenient for all residents of our community, we will need to find and hire the very best physician and midlevel providers to staff our current and expanding network of outpatient centers.

- Saratoga Hospital will also continue to reduce the barriers to care presented by the transportation needs of many members of our community by expanding off-campus sites and services. We will continue to evaluate the best use of vacant and new space and implement improvements as appropriate. Plans are underway to open new multi-specialty and primary care sites throughout the community creating new access where it is needed most.
- Education plays a key role in preventing and managing chronic health conditions. Saratoga Hospital will continue to use its robust community education program to deliver important messages on healthy lifestyle choices and disease management. Free sessions will continue to target topics—including respiratory, cardiovascular, and breast health—that can have the greatest positive impact on population health management. In addition to presenting invaluable information, community education offerings help connect participants with providers. For those with chronic health conditions, such connections can be an important first step toward establishing the provider-patient relationship.

CHNA Identified Goal: Implement evidence –based medicine guidelines for asthma management

Saratoga Hospital’s Strategy: The prevalence of adult asthma is higher in Saratoga County than for the rest of the state. Saratoga Hospital is addressing this need by participating in the DSRIP project to implement evidence-based guidelines for asthma management. With our DSRIP partners, Saratoga Hospital will implement evidence-based asthma management guidelines between primary care practitioners, specialists, and community-based asthma programs to ensure a regional population-based approach to asthma management, establish agreements to adhere to national guidelines for asthma management and protocols for access to asthma specialists, use of our electronic medical records platform to track patient progress across the system, ensure coordination with managed care organizations and Health Homes, and deliver educational activities addressing asthma management to participating primary care providers.

CHNA Identified Goal: Increase screening rates for cardiovascular disease, diabetes, breast cancer, cervical cancer and colorectal cancer, especially among disparate populations.

Saratoga Hospital’s Strategy: Saratoga Hospital will enhance the management of congestive heart failure (CHF) patients, reducing readmissions by moving CHF patients to the high nutrition-risk category of care. Community programs will be offered twice a year to reinforce CHF self-management concepts and address diet more thoroughly. Additionally, Saratoga Hospital is planning to expand the capacity of our cardiovascular interventional lab to reduce the risk of sudden death from heart attack and stroke. In 2016, Saratoga Hospital began

operation of a Sleep Lab to further reduce the cardiovascular risks associated with sleep disorders. Enhancements to these services are planned.

Through the Saratoga Center for Endocrinology and Diabetes, Saratoga Hospital continues to meet the needs of diabetic patients in the community. Saratoga Hospital will increase screening rates for diabetes by referring at-risk patients to primary care providers for follow-up. Saratoga Hospital will also provide evidence-based programs addressing strategies for diabetes prevention to high-risk patients by researching, designing, and implementing new programs to meet the standards set by the CDC. Saratoga Hospital will offer high-quality diabetes education and support for all diabetes patients by using evidence-based resources for education programs and support groups. Staff will be qualified and credentialed in their fields. To reduce disparities, Saratoga Hospital will improve access to diabetes management programs for residents of outlying areas and will include provision of nutrition and diabetes education services in plans for new primary care sites. To improve access to diabetes management education for low-income patients, Saratoga Hospital will reduce language and cultural barriers that could exist when providing diabetes care and education. The use of interpreters for non-English speaking patients or sign language for the hearing impaired will be provided. Saratoga Hospital will improve diabetes patient care by disseminating advanced automated medical record systems among providers, enhancing the collection of program data and streamlining communication. To better coordinate and address the rising incidence of pre-diabetes in Saratoga County, we are working in two ways. We are expanding our collaboration with Saratoga County Public Health, forming the Pre-Diabetes Coalition and we are working to further the goals of the New York State Diabetes Prevention Action Plan. In addition, inpatients requiring additional nutrition education post discharge will be referred for Outpatient Nutrition counseling.

In the spring of 2016, Saratoga Hospital announced a new diabetic eye exam program at its Saratoga Community Health Center, creating access to a vital vision diagnostic tool for all people in the Saratoga community, regardless of income. The new program is the result of collaboration between the Saratoga Springs Lions Club, the Lions Eye Institute at Albany, and Dr. Peter Martin, a retired ophthalmologist from Hoosick Falls, New York, who donated the exam equipment to the health center. Saratoga Hospital will continue to offer this program to reduce the risk of complications of diabetes that can result in the loss of sight. The Lions Club facilitated the donation, had the exam equipment installed and calibrated, and donated additional funding for other required equipment in the new ophthalmology exam room at the health center. Patients will continue to be seen by an ophthalmology resident from the Lions Eye Institute at Albany, which is affiliated with the Albany Medical Center's ophthalmology residency program. Residents will rotate into the program and will be supervised during exams by a practicing ophthalmologist. The first resident to participate in this new program was Dr. Yasmin Mali. Dr. Edwin Davison Jr., a Saratoga Springs ophthalmologist, is the volunteer supervisor. Other local ophthalmologists who have volunteered to help supervise

include Dr. Robert Brass, Dr. Amjad Hammad, Dr. Jeffrey Paul, and Dr. Gregory Pinto. Initially, exams will be performed at the health center one afternoon per month.

Saratoga Hospital will continue the NYSDOH grant-funded, Cancer Screening Program. This program engages community partners in providing a robust platform for outreach to build demand for cancer screening utilizing the existing partnerships of 31 providers. These providers offer screening services and continue to build new partnerships and facilities that will ensure coverage for all residents of Saratoga County. By working with community partners to establish and maintain a breast cancer support group, Saratoga Hospital will offer support for breast cancer patients in Saratoga Springs. Saratoga Hospital will help defray the cost of treatment for financially challenged cancer patients by conducting annual fundraising events to support oncology patients. Saratoga Hospital will help cancer patients find support services by providing the services of a licensed social worker who is training as an American Cancer Society Patient Navigator. Saratoga Hospital will also offer a comprehensive skin cancer detection and screening program to increase screening rates and educate patients on skin cancer prevention and the benefits of early detection. Saratoga Hospital will expand the Lung Cancer Screening Program by improving care and providing new options and navigation services for patients identified as at risk through our Low Dose CT Lung Cancer Screening program. Additionally, the DSRIP project to increase access to high quality disease preventive care and management in both clinical and community settings provides new incentives to increase all cancer screening, especially mammography, cervical cancer screening and colorectal cancer screening.

CHNA Identified Focus Area: Reduce Illness, Disability and Death Related to Tobacco Use and Second Hand Smoke Exposure

Saratoga Hospital's Strategy: Although the adult smoking rate in Saratoga County is lower than the NYS rate, this rate is increasing. Saratoga Hospital is addressing this need by participating in the DSRIP project to promote tobacco use cessation, especially among low socioeconomic status populations and those with poor mental health. This work includes facilitating referrals to the NYS Smokers' Quit line, promoting smoking cessation benefits among Medicaid providers, implementing the US Public Health Services Guidelines for treating tobacco use, using electronic medical records to complete the 5 A's (Ask, Assess, Advise, Assist and Arrange), adopting tobacco-free outdoor policies, and promoting cessation counseling among all smokers, including people with disabilities.

II. New York State Prevention Agenda Topic: Promote a Healthy and Safe Environment

Focus Area: Built Environment

Saratoga Hospital's Strategy: Saratoga Hospital recognizes the need to continuously improve the design and maintenance of the built environment to promote healthy lifestyles. We

support our community partners who are devoted to this work and make relevant changes to our own physical plant, facilities and grounds to provide the healthiest and safest environment for our employees and patients alike. In addition to upgrading our facilities to promote safety and privacy, Saratoga Hospital plans to complete a long-term project to ensure that the hospital's sprinkler system covers 100% of the facility. Plans are continuously implemented to enhance the safety in our parking lots and grounds. For example, in 2016 we installed new, brighter, and more efficient LED lighting.

III. New York State Prevention Agenda Topic: Promote Healthy Infants and Children

Focus Area: Maternal and Infant Health/Reproduction, Preconception and Inter-Conception Health

Saratoga Hospital's Strategy: Saratoga Hospital continues to place a high priority on the health and welfare of our youngest patients and their mothers. We are anticipating upgrading our Maternity Unit and we are dedicated to ensuring that all women in our community have access to the highest quality obstetrical and gynecological care. To this end, in 2016 we established Saratoga Hospital's Midwifery and Women's Primary Care Practice and plans are underway to make these services more accessible and responsive.

IV. New York State Prevention Agenda Topic: Promote Mental Health and Prevent Substance Abuse

Focus Area: Prevent Substance Abuse and other Mental Emotional Behavioral Disorders

Focus Area: Promote Mental, Emotional and Behavioral Well-being in Communities

Focus Area: Strengthen Mental Health Infrastructure across Systems

Saratoga Hospital's Strategy: Mental Health and Substance Abuse were given the highest priority by the community stakeholders for Saratoga County. Saratoga Hospital agrees with this conclusion and is actively working within our own systems and in collaboration with our community partners around these topics. We are active members of the Saratoga Community Mental Health and Substance Use Disorder Coalition which is composed of leaders from law enforcement, the judicial system, Behavioral Health providers and Emergency Services providers. This group meets monthly to identify new and better ways to work together to improve the care of people suffering with drug addiction and mental, emotional and behavioral disorders.

Saratoga Hospital continues to work closely with Saratoga County Public Health Services to improve access to and the quality of behavioral health services for underserved patients and we fully support their mission to provide behavioral health services. Saratoga Hospital is also

committed to developing a system-wide capacity strategy for inpatient behavioral Health services.

In the outpatient arena, there are two DSRIP projects which target behavioral health. The first project is designed to improve the integration of primary care and behavioral health services. This project involves co-locating behavioral health services at primary care practice sites, developing collaborative evidence-based standards of care including medication management and care engagement process, conducting preventive care screenings to identify unmet needs, and using our electronic medical records platform to track patients across the system.

The second DSRIP project will enhance behavioral health community crisis stabilization services. The goals of this project are to expand access to observation units within hospital outpatient sites or at an off-campus crisis residence for stabilization monitoring services, to implement a crisis intervention program that includes outreach, mobile crisis and intensive crisis services, to develop written treatment protocols with consensus from participating providers and facilities, to deploy mobile crisis teams to provide crisis stabilization services using evidence-based protocols, to establish central triage service with agreements among participating Mental health and substance abuse providers. This project will require the use of electronic medical records platforms for sharing information with safety net providers and clinical partners. We plan to establish clear linkages with Health Homes, ER and hospital services to develop and implement protocols for diversion of patients from emergency room and inpatient services. The plan will result in at least one hospital with specialty psychiatric services and crisis-orientated psychiatric services will be available to our community. We also plan to expand access to specialty psychiatric and crisis-oriented services.

B. Needs not addressed in the Saratoga Hospital Plan

Saratoga Hospital intends to address needs within the five Prevention Agenda focus areas identified as significant needs in Saratoga County; however, some of the challenges identified for those focus areas will not be addressed directly by Hospital-led initiatives.

The Saratoga County CHNA notes that too few children in Saratoga County are screened for exposure to lead. Saratoga County Public Health Nursing Service has a very robust lead screening program that is grant-funded. Saratoga Hospital supports this public health program and will assist the public health efforts led by the County.

The CHNA also notes that occupational injury rates for teenagers are higher than expected for Saratoga County residents. Saratoga Hospital is concerned with this trend, but cannot actively address this need beyond supporting local employers in their efforts to make their work places safer. Saratoga Hospital does operate a very active Corporate Health program throughout the county and efforts to address this need will be channeled through this program.


Other health issues include the promotion of a healthy and safe environment, as well as preventing Lyme disease and chlamydia. These issues will not be directly addressed by Saratoga Hospital; however Saratoga Hospital is committed to improving the health and wellness of our communities, and fully supports local governments and wellness coalitions in their efforts to impact these issues.

Approval

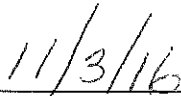
Each year at its November meeting, the Saratoga Hospital Board of Trustees, which includes representatives from the community, reviews the prior fiscal year's Community Benefit Report and approves the Community Benefit Implementation Strategy for addressing priorities identified in the most recent CHNA and other plans for community benefit.

This report was prepared for the November 3, 2016 meeting of the Board of Trustees.

Saratoga Hospital Board of Trustees Approval:



Janice White, Board Chair



Date