Nathan Littauer Hospital & Nursing Home

Implementation Strategy for Needs Identified

in

2013 Community Health Needs Assessment

# Introduction

Nathan Littauer Hospital (NLH) has prepared a Community Service Plan (CSP) to support the New York State Commissioner of Health’s mission to improve the health of all New Yorkers and to participate in new public health initiatives as related to the New York Prevention Agenda.  This initiative seeks to integrate traditional medical services with public health interventions that stimulate positive behavioral changes to improve health status. We now are presenting our Implementation Strategy for the needs Identified in our 2013 Community Health Needs Assessment.

By participating in this public health effort, Nathan Littauer 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.

Nathan Littauer is a proud member of the Adirondack Regional Health Network (ARHN) which creates a synergy that allows all of the members to move towards common goals in a way that is both efficient and effective. ARHN provides a much needed forum for the various community partners to share resources and to collaborate on the development of each county’s Community Health Assessment and each hospital’s Community Service Plan.  To plan for the next 3 years, in 2013 ARHN prepared a comprehensive collection and analysis of data regarding the health issues and needs in Essex, Fulton, Hamilton, Saratoga, Warren and Washington counties. Additionally, AHRN presented to the hospital leadership May 23, 2013 to help the various departments fully understand the health needs of the region. And when we held a Stakeholders Conference, May 23, 2013 AHRN helped us in the planning and data collection stage. Many of these meetings were posted in real time to the hospital’s social media channels.

Nathan Littauer Hospital and Nursing Home, opened in 1894, is the only hospital in Fulton County. Located in Gloversville, in the foothills of the Adirondack Mountains, NLH is a fully licensed and accredited health care facility. We provide a wide array of services ranging from critical care to routine outpatient procedures on our 34 acre campus. We have a 74-bed acute care hospital, an 84-bed residential Nursing Home, a Medical Arts Building, state-of-the-art Surgical Center and a Primary/Specialty Care Center. Additional Primary/Specialty Care Centers are located in Mayfield, Speculator, Caroga Lake, two in Johnstown, Perth-Broadalbin and one additional location in Gloversville. These locations provide unprecedented health care accessibility for the citizens of Fulton and southern Hamilton Counties. In fact, NLH has been a model in designing and delivering health care in a rural setting.

Today, we provide a full array of inpatient and outpatient services including medical/surgical, pediatrics, ob/gyn, nutritional counseling, oncology/infusion therapy, patient education, diabetic teaching, pain management, rehabilitative medicine, women’s health and respiratory care as well as CT scans, including PET and colonoscopy, nuclear medicine procedures and bone density testing. We have added a robust orthopedic program in the past three years and regularly conduct ground-breaking spine surgeries with Dr. Jain Shen at the helm. We utilize the stereotactic/mammotome breast biopsy system and digital mammography at our facility. Our Emergency Room is open 24 hours per day and sees most of the community’s emergent cases. We employ about 1000 employees. We have 219 practitioners on staff, 161 of which are physicians. Littauer is the second largest employer in Fulton County and our total economic impact on Fulton County exceeds $160,026,000 (as estimated by The Healthcare Association of New York State). This number is based on Institutional Cost Report (ICR) using data we supplied and the 2010 Federal Bureau of Economic Analysis multiplier.

We are governed by a **Board of Directors** consisting of fifteen members who serve a three-year term in office. The Board is comprised of physicians and members of the community who represent various professional designations. No compensation is provided for these positions.

# Mission Statement for Nathan Littauer Hospital

*Nathan Littauer Hospital and Nursing Home and its Family of Health Services is committed to providing safe, high quality health and wellness services and improving the health of our communities in a caring, contemporary environment.*

This mission statement is reviewed annually by the Board of Directors.

# Nathan Littauer Hospital Service Area

The service area for Nathan Littauer Hospital is composed of thirteen ZIP codes in Fulton County, Southern Hamilton County and bordering areas of Montgomery County. Historically, about 88% of Nathan Littauer Hospital’s in-patients reside within this geography.

**Nathan Littauer Hospital’s Service Area**

NLH Map for Insert 3.wmf

In 2012, 10,626 residents of Nathan Littauer Hospital’s service area required hospitalization. Of this total, 2,864 (27.7%) were discharged from NLH. (Out-patients represent over 60% of NLH’s business but are not included.) The following table shows the patient discharge distribution by ZIP Code and socio-demographic data for Nathan Littauer Hospital:

# 2012 Patient Origins for Nathan Littauer Hospital

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ZIP** | |  | | **Market Inpatients** | | | | **Facility** | **Market** | | |
| **Code** | | **ZIP City Name** | | **Count** | | **%Down** | | **Inpatients** | **Share** | | |
| **12139** | | **Piseco** | | **18** | | **0.2%** | | **9** | **50.0%** | | |
| **12078** | | **Gloversville** | | **3,526** | | **33.2%** | | **1,698** | **48.2%** | | |
| **12190** | | **Wells** | | **81** | | **0.8%** | | **31** | **38.3%** | | |
| **12095** | | **Johnstown** | | **1,659** | | **15.6%** | | **636** | **38.3%** | | |
| **12117** | | **Mayfield** | | **341** | | **3.2%** | | **127** | **37.2%** | | |
| **12164** | | **Speculator** | | **44** | | **0.4%** | | **15** | **34.1%** | | |
| **12134** | | **Northville** | | **414** | | **3.9%** | | **126** | **30.4%** | | |
| **12032** | | **Caroga Lake** | | **136** | | **1.3%** | | **41** | **30.1%** | | |
| **12108** | | **Lake Pleasant** | | **48** | | **0.5%** | | **11** | **22.9%** | | |
| **13470** | | **Stratford** | | **48** | | **0.5%** | | **9** | **18.8%** | | |
| **12025** | | **Broadalbin** | | **567** | | **5.3%** | | **89** | **15.7%** | | |
| **12010** | | **Amsterdam** | | **3,641** | | **34.3%** | | **72** | **2.0%** | | |
| **13454** | | **Salisbury Center** | | **103** | | **1.0%** | | **0** | **0.0%** | | |
|  | |  | | **10,626** | | **100.0%** | | **2,864** | **27.0%** | | |
|  | |  | |  | |  | |  |  | | |
| Source of Facility & Market Inpatient Data: Inpatient HANYS 01/01/2012 - 12/31/2012 | | | | | | | | | | | |
| Source of DRG Data: 3M APRDRG Modified Product Lines | | | | | |  | |  |  | | |
| \*\* Report Excludes Normal Newborn DRGs | | | |  | |  | |  |  | | |
| \*\* Report Includes Invalid DRGs | | | |  | |  | |  |  | | |
|  | |  | |  | |  | |  |  | | |
| State Data Analyst 2.13 | | | |  | |  | |  |  | | |
| SDAT0156.SQP | |  | |  | |  | |  |  | | |
| © 2013 The Nielsen Company, © 2013 Truven Health Analytics Inc. | | | | | | | |  |  | | |
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Based on estimates for 2013, by the Neilson Company, the population is expected to shrink to 81,185 people (-1.6%) within Nathan Littauer Hospital’s service area. In 2010 82,291 people lived within our service area. Remarkably, people over the age of 65 constitute 17.7% of the population and children under the age of 15 also make up 17.7% of the population. The average household income is $55,510 which is significantly lower than the national average of $69,637. Ethnically, 87.2% of the population is white, non-Hispanic and 15.5% of the population has achieved an educational level of Bachelor’s degree or higher.

**Covered Facilities**

Nathan Littauer encompasses a comprehensive system spanning 60 miles that includes:

A 74 bed acute-care hospital

An 84 bed nursing home

An offsite community education center located in neighboring Johnstown

Lifeline – A personal response system located off site.

An offsite, outpatient surgery center located in Johnstown

And the following primary/specialty care settings:

* + Caroga Lake
  + Gloversville, Easterly
  + Gloversville
  + Gloversville Steele Avenue
  + Johnstown Primary Care
  + Johnstown Pediatric Center
  + Mayfield
  + Perth
  + Speculator

**2013 Community Health Needs Assessment**

A community Health Needs Assessment (CHNA) was conducted in the spring of 2013 in collaboration with more than 15 partners, including the region’s hospitals and local health departments. The CHNA surveyed over 300 organizations and individuals to determine the most pressing health needs for the Adirondack region and specifically Fulton and Montgomery County. Data was collected through AHRN. The process also included a Stakeholders Conference. That is, on May 23, 2013 multiple organizations representing different human service disciplines were invited to Nathan Littauer Hospital to discuss the most pressing health care needs. Later the leadership of the hospital met to review the comprehensive data gathered by AHRN as it pertained to our region. From there, we met again to decide what health priorities we as an organization could address.

**Prioritized Significant Health Needs in Fulton County**

Working within the framework of the New York State Department of Health Prevention Agenda, our community health needs assessment tasked us with identifying two priorities or focus areas on which to work in partnership with our county public health department and other community based organizations. In the face of so many needs in the community, determining Prevention Agenda Priorities was a challenge. Although Prevent Substance Abuse and Other Mental, Emotional, and Behavioral Disorders scored highly on the stakeholder focus groups and in the combination Prevention Agenda and local indicators severity score, it scored 5th on the Prevention Agenda indicator score. In consideration of the local resources and our ability to effect change, this area was not chosen as a priority.

Cancer, Heart Disease, and Chronic Lower Respiratory Disease were the 3 leading causes of premature death, and Prevent Chronic Disease was the ARHN Survey Priority Area. Reduce Illness, Disability, and Death Related to Tobacco Use and Secondhand Smoke Exposure rated highest in the Prevention Agenda severity score, and in second place was the Built Environment. In the county health rankings, diet and exercise and tobacco use were second and third as areas where we fared poorly.

Violence and Occupational Health was third in the Prevention Agenda severity score, but was not chosen as a priority area by any of the other rankings. The stakeholder focus group indicated that some of the statistics related to this area may be impacted by employer policies requiring Emergency Department use too evaluate any level of work related injury. Our stakeholders also indicated that education should be considered in this area.

Increasing Access to High Quality Chronic and Preventive Care and Management in both Clinical and Community settings was 4th in the Prevention Agenda severity score and Quality of Care in the County Health rankings, and 6th in Prevention Agenda and local severity score. Although Promote Healthy Women and Children and Child Health were 4th in both the ARHN survey and Prevention Agenda and Local Indicators Severity Score, the rate of childhood lead poisoning and childhood asthma among our children in poverty, and the need to increase immunization rates weighted the rank among the members of the Community Health Assessment Team.

As there are numerous areas of need, it was imperative that the priorities selected were cross-cutting and had the potential for meaningful change within our system. Based on analysis of the available health data, community surveys, input from stakeholders and discussions at the regional and local levels, the following have been identified as the prioritized significant health needs in Fulton County that will be of major focus for the next three years.

In order of priority they are:

1. Prevent Chronic Disease
2. Reduce Obesity in Adults and Children
3. Increase access to high-quality chronic disease preventive care and management in clinical and community settings
4. Promote Healthy Women, Infants and Children

a) Increase the use of comprehensive well child care

**Nathan Littauer Hospital’s strategy in addressing needs identified in the Community Health Needs Assessment**

**Quality and Access to Care (Access identified as a disparity in the CHNA):** the accomplishments, initiatives & programs in place to help address this area are as follows:

* Our Primary care settings are placed in highly visible, well traveled locations which are on the bus routes
* Our Nutrition Counseling Room has been relocated to a more accessible location
* We offer staff Nurse Peer mentoring - improves staff retention and ultimately patient care
* New Visions Program for high school seniors held in conjunction with HFM BOCES and local high schools – increases the pool of future healthcare providers
* Electronic Medical Record in place for in patients and primary care
* Patient Navigators for the NYS Healthcare Marketplace – to assist consumers in enrolling in health insurance plans
* We are a member of a regional health information exchange system called, HIXNY
* Examples of community education programs which address this need include: understanding the Affordable Care Act (lecture and radio), understanding the NYS Healthcare Marketplace, healthcare career presentations at local schools
* Community health screenings offered on a regular basis include cholesterol, glucose, blood pressure, BMI and percent body fat
* We support Gloversville transit with yearly sponsorships

**Other Community Partners:** Primary Care providers, Health fair organizers, CDC, NYSDOH, Office for the Aging, HIXNY, DNV, HANY’s, CDC, American Diabetes Association, Gloversville Transit Authority.

**Prevent Chronic Disease**

**Other community partners, or existing agencies and community based organizations addressing need**: Fulton County Public Health, Project Action, and Reality Check (youth) (local tobacco coalitions), Cornell Cooperative Extension, local farmers markets and food cooperative, Cancer Services Program of Fulton Montgomery and Schenectady Counties, American Cancer Society, To Life, American Lung Association, Capital District Asthma Coalition, Arthritis Foundation, Gloversville Boys & Girls Club, Planned Parenthood and local school districts.

**What NLH is doing to address,** the accomplishments, initiatives & programs in place to help address this area are as follows:

**Tobacco use:**

* Inpatient and primary care patients assessed, advised and referred
* Hospital property is smoke free
* Nicotine Replacement Therapy is available at Hospital pharmacy
* We offer in-house smoking cessation to our employees
* Member of Project Action, local tobacco coalition
* Examples of community education programs which address this need include: Participation of the Americana Lung Association “Great American Smokeout”, The Butt Stops Here tobacco cessation program, monthly cessation support group, community and school presentations

**Cardio Pulmonary Disease**:

* On site cardiac and pulmonary specialists
* Facility includes a 5 bed Special (Intensive) Care Unit and 24 hour Emergency Care Center
* Cardio Pulmonary Department services include outpatient rehabilitation
* Examples of community education programs which address this need include: community blood pressure, cholesterol, glucose, body fat & BMI screening, presentations on heart and lung disease (asthma) as well as healthy eating and increasing physical activity, programs to increase physical activity (ex hiking, tai chi and community walks), Camp Superstarrs (a 2 week Summer day camp for children with asthma or diabetes), Women With Heart Disease and Better Breathers support groups

**Diabetes**

* In 2013 a new nutrition and diabetes education room was built which is more accessible to patients
* Inpatient and outpatient diabetes education provided by certified diabetes educators
* Certified diabetes educator lead monthly support group
* Examples of community education programs which address this need include: community presentations on diabetes awareness and risk factors
* **New initiative** created to increase awareness of the risk factors for diabetes and the percentage of at risk adults who have had a blood sugar done within the past 3 years. This will enable earlier identification and treatment, thus reducing the odds of developing harmful and costly complications.

\*Please see attached Logic Model

**Cancer:**

* Diagnostic imaging resources and skilled professional staff available on site
* Stereotactic/ diagnostic imaging creates a “One Stop” system for women getting their mammograms who may have an abnormality
* We have on-site Pathology
* An active partner in the Cancer Screening Program of Fulton Montgomery and Schenectady Counties
* Examples of community education programs which address this need include: programs on breast cancer awareness & the need for screening, understanding the array of diagnostic imaging tools available in our community, understanding the programs and services available post diagnosis
* **Pending grant funding:** a transportation program to bring women from Hamilton County to our facility for breast and cervical cancer screening.
* **Pending:** In the planning stages for 2014 is breast cancer support group

**Obesity:**

* Inpatient and outpatient nutrition counseling provided by registered dieticians
* One half mile paved walking track on the Hospital grounds, open to the public
* Employee- driven weight loss and nutrition education programs at the Hospital, ex activities like Zumba and walking challenges. Weight watchers, biggest looser challenges for our staff to maintain optimum health.
* Community education / outreach initiatives to improve healthy eating and increase activity include: Participated in the planning and implementation of a regional conference addressing issue, introduced Complete Streets concept at a local community forum, hold monthly hikes and walks, engaging schools to participate in the Safe Routes to School Program (Walk / Bike to School Days) with the goal of shifting the norm, support Boys & Girls Club community garden located adjacent to low income housing

**Other:** Although musculo-skeletal conditions were not identified as a significant need, they are ABSOLUTELY related to obesity as they impact an individual’s ability to lead an active lifestyle.    Littauer offers:

* a very active inpatient / outpatient physical rehab program
* Examples of community education programs held to address this need include: Arthritis Tai Chi and programs presented by professional rehab staff to increase awareness of some of the more common musculo-skeletal ailments, focusing on causes, prevention and treatment options.

**Promote a Healthy & Safe Environment**

**Other existing agencies and community based organizations addressing need** OSHA, NYS EnCon, DOH, Dept Ag, Farmer’s Markets, CCE, local schools, DPW, police & fire departments, FEMA, The Tick Resource Center, University of Rhode Island.

**What NLH is doing to address,** the accomplishments, initiatives & programs in place to help address this area are as follows:

* Hospital wide community initiatives - No texting and driving, Tick Bite Prevention, Stop sports injury, community wide disaster training
* Hospital wide internal initiatives - Staff disaster training, Active shooter training, Food on hand in NLH in the event of a disaster
* ½ mile paved walking track open to the community
* Over 100 Littauer staff are certified by FEMA’s incident command Emergency Management Institute.
* Littauer’s Lifeline provides free falls- prevention home assessments
* Nathan Littauer offered advice to hunters via the media about avoiding hunting accidents
* Littauer’s primary care centers are stocked with PCB information about eating fish in our area lakes
* We sent out tick bite shower cards to 67 area camp grounds

• Examples of community education programs are held to address this need include: Home Sneeze Home Asthma Series, Improve Balance Prevent Falls, Lifeline, Defensive Driving, participation in Safe Routes to School initiative (ex Walk / Bike to School days, coordinating bike and walking safety presentation for students), outdoor safety programs including Map & Compass, and outdoor survival

* **New Initiative-** Nathan Littauer will be starting a new initiative to address our high rates of children lead poisoning. This initiate will encourage screening at the primary care level and will attempt to address lead abatement in our community’s older housing stock

\*Please see attached logic model

**Promote Healthy Women, Infants & Children**

**Other community partners, or existing agencies and community based organizations addressing need**:   WIC, Fulton County Public Health, Planned Parenthood, Cornell Cooperative Extension,  local farmers markets and food cooperative

**What NLH is doing to address,** the accomplishments, initiatives & programs in place to help address this area are as follows:

* On site  [OB/GYN healthcare providers](http://www.nlh.org/medical-staff/medical-staff-directory?specialty=Obstetrics+%26amp%3B+Gynecology) include Board-Certified physicians, Women’s Health Nurse Practitioners, certified Nurse-midwives, 3 certified lactation counselors
* Facility offers a Birthing Center which reflects today’s state-of-the-art patient care designed with safety bands for baby, and family centric rooms and common areas
* Also available is a designated pediatric unit staffed with specially trained pediatric nurses
* Many of our Birthing Center is staff hold individual certifications in Fetal Monitoring, Childbirth Education, Pediatric Advanced Life Support and Inpatient Obstetrics. They all are certified in Neonatal resuscitation, and 4 are instructors. Staff are also all ACLS, and BLS certified
* Examples of ongoing community education programs which address this need include:  childbirth preparation, breastfeeding and parenting education as well as a breastfeeding support group
* **New initiative** for 2013-2015 will be to increase theproportion of children who receive lead screening as a key recommended preventive health service as part of routine well child care
* Free advice line to our Birthing Center
* We have new breast feeding pumps to encourage breast feeding in the hospital setting.
* We offer free baby weigh-ins for new mothers to assess nutrition
* We have a cooperative agreement with the Family Counseling Center , designed to address children and families in crisis
* We offer backpack safety to all school aged children, weighing the backpack and offering ideal weights for the child’s size. We created flyers which address the issue and we send out to all schools.
* We used a social media campaign to address safe sledding techniques
* Presented to school nurses education programs on: tick bite prevention, asthma control and spinal cord injuries
* We offer locations for our own staff to breastfeed their children
* We have thumb bands which we distribute to schools which encourage all driving aged children to avoid distracted driving.

**Promote Mental Health and Prevent Substance Abuse**

**Other community partners, or existing agencies and community based organizations addressing need**: Fulton County Drug Court, Mental Health Association, Family Counseling Center, County Mental Health Services provided by St Mary’s Hospital, private mental health professionals, Prevention Council / ASAP’s Promise, Alzheimer’s Association

**What NLH is doing to address …** the accomplishments, initiatives & programs in place to help address this area are as follows: Aside from providing medical care to those in need, Nathan Littauer relies on our other community partners to deliver services in this arena. Littauer refers and arrange transport (if necessary) for those needing care beyond our capabilities, although we do continue to address preventative strategies such as coping mechanisms as they relate to community health. Nathan Littauer does care for people who have mental health diagnosis in the primary care setting. If patient require a mental health specialty they are referred to appropriate community resources. Examples of community education programs & activities which address this need include: education programs on stress management, guided hikes, hosting Alzheimer’s community education programs and a monthly support group, Images of a Woman, annual women’s wellness conference.

**Prevent HIV, STD’s, Vaccine-Preventable Diseases and Healthcare-Associated Infections**

**Other community partners, or existing agencies and community based organizations addressing need**: Fulton County Public Health, FCPH contracts with SMH for the STD clinic and HIV testing is done at FCPH in addition to being offered to inmates at the Fulton County Jail NYS DOH, Red Ribbon Partnership (HIV) thru Centro Civico.

**What NLH is doing to address,** the accomplishments, initiatives & programs in place to help address this area are as follows:

* As part of our primary care practice we counsel on HIV, and sexually transmitted diseases. We report to the NYS DOH as indicated
* We counsel and provide Vaccines. We participate in VCF.  We participate in NYSIIS
* Starting in 2014 we will offer all fathers in our Birthing Center Pertussis Vaccines. We also encourage and counsel on the importance of pertussis vaccine in our primary care setting to appropriate candidates
* We offer Flu shots to staff and patients
* We have strict policies & procedures on device use, and pre/post op antibiotic administration
* We monitor surgeons hand washing through closed circuit TVs
* We post signage through the organization encouraging clean hands. We produced a vide encouraging patients to ask their provider to wash their hands before examination which plays in every patient room

**Needs not addressed**

Nathan Littauer intends to address needs within the five Prevention Agenda Focus areas identified as significant needs in Fulton County; however, some of the challenges identified for those areas will not be addressed by hospital-lead initiatives.

The Fulton County CHNA notes that while it appears our region does struggle with mental health issues with over 50% of the 20 mental health data indicators noting a “worse” benchmark score, Nathan Littauer does not have the clinical infrastructure to address mental health issues at the hospital level for on-going treatment. We do refer to providers and hospitals in the area. Additionally, our clinicians are well trained to meet the needs of a person with a mental health issue in an emergency medical situation. We have cooperative relationships with the Family Counseling Center, even offering them office space in exchange for quick mental health referrals for our patients in crisis. We refer to a neighboring hospital which has mental health treatment facilitates available. On the Primary Care level, we are able to provide situational mental health assistance; providing medication as indicated and referral to appropriate local and regional resources.

Also, upon review of health indicators, we will not be addressing Environmental Safety with hospital- wide initiatives. The data and focus groups we conducted and reviewed illustrates that Environmental Safety is not identified as a priority. Data would support that; the number of days in Fulton County with unhealthy ozone was at 0%; the percentage of homes in vulnerable neighborhoods that have fewer asthma triggers is less than 10 occurrences. We have concluded that addressing these environmental issues falls outside of our mission. While we continue to address the clinical effects of environmental issues, we cannot address its prevention.

We will also not conduct a hospital-wide initiative addressing HIV and AIDS. Fulton County reported only a 6% average rate for newly diagnosed HIV cases in the past two years. The 2017 Prevention Agenda benchmark is less than 14.7 %. Additionally, our population has an incidence of HIV and AIDS of less than 2.2 cases per 100,000 population which is well below the New York State incidents of 17.6 per 100,000 people. Knowing the pressing health concerns for this reason, we feel that our resources will be better spent addressing other issues.

As an organization we do remain committed to supporting other organizations who address the above issues as Nathan Littauer is committed to improving the health and wellness of our communities. Therefore we fully support local governments and wellness collations in the efforts to resolve these issues.

**APPROVAL**

The report was prepared for the December 17, 2013 meeting of the Nathan Littauer Hospital Board of Directors. The Board will be asked to approve the Implementation Plan for the Needs Identified in the 2013 Community Health Needs Assessment for Nathan Littauer Hospital.