

Implementation Plan for Needs Identified in the Community Health Needs Assessment Nathan Littauer Hospital & Nursing Home

2016

Nathan Littauer Hospital & Nursing Home Implementation Strategy for Needs Identified in 2016 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 2016 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 2016 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 August 10, 2016 to help the various departments fully understand the health needs of the region. Throughout this process we have been meeting with Fulton County Public Health and in some cases, Hamilton County Public Health to coordinate efforts.

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, three in Johnstown, Perth-Broadalbin and an additional location in Gloversville. These locations provide unprecedented health care accessibility for the citizens of Fulton, Montgomery, and southern Hamilton Counties. In 2015 we opened a new Gastroenterology Care Center complete with out-patient procedure rooms. In 2016 we broke ground on a new dialysis center and new Primary Care Center in Fonda, New York. Our trend is to expand and deliver preventative and primary care in our local communities. In fact, NLH has been a model in designing and delivering health care in a rural setting.

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Today, we provide a full array of inpatient and outpatient services including medical/surgical, pediatrics, obstetrics / gynecology, nutritional counseling, infusion therapy, patient education, diabetic teaching, pain management, rehabilitative medicine, women's health and respiratory care. In 2014 we built a new MRI suite. We offer CT and PET scans, nuclear medicine studies and bone density testing, 3D breast tomography, and colonoscopies. We added three Gastroenterology Physicians to our ranks in 2015 and 2016. 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 56 practitioners on staff of which 29 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 in 2013 by The Healthcare Association of New York State).

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.)

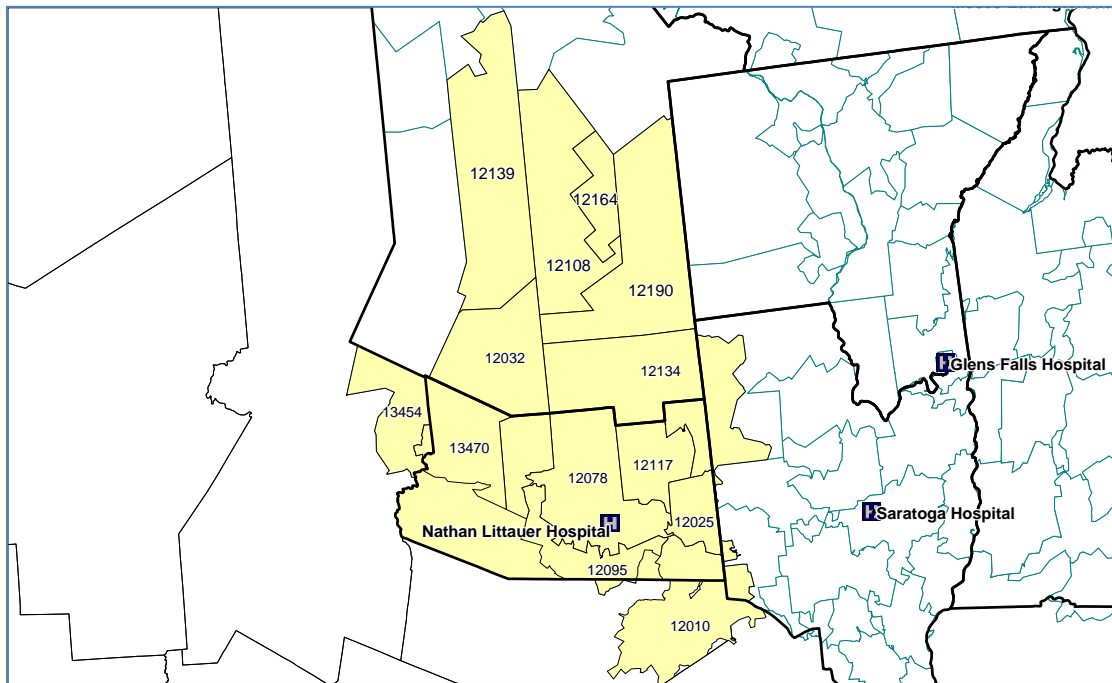
Nathan Littauer Hospital Service Area

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.

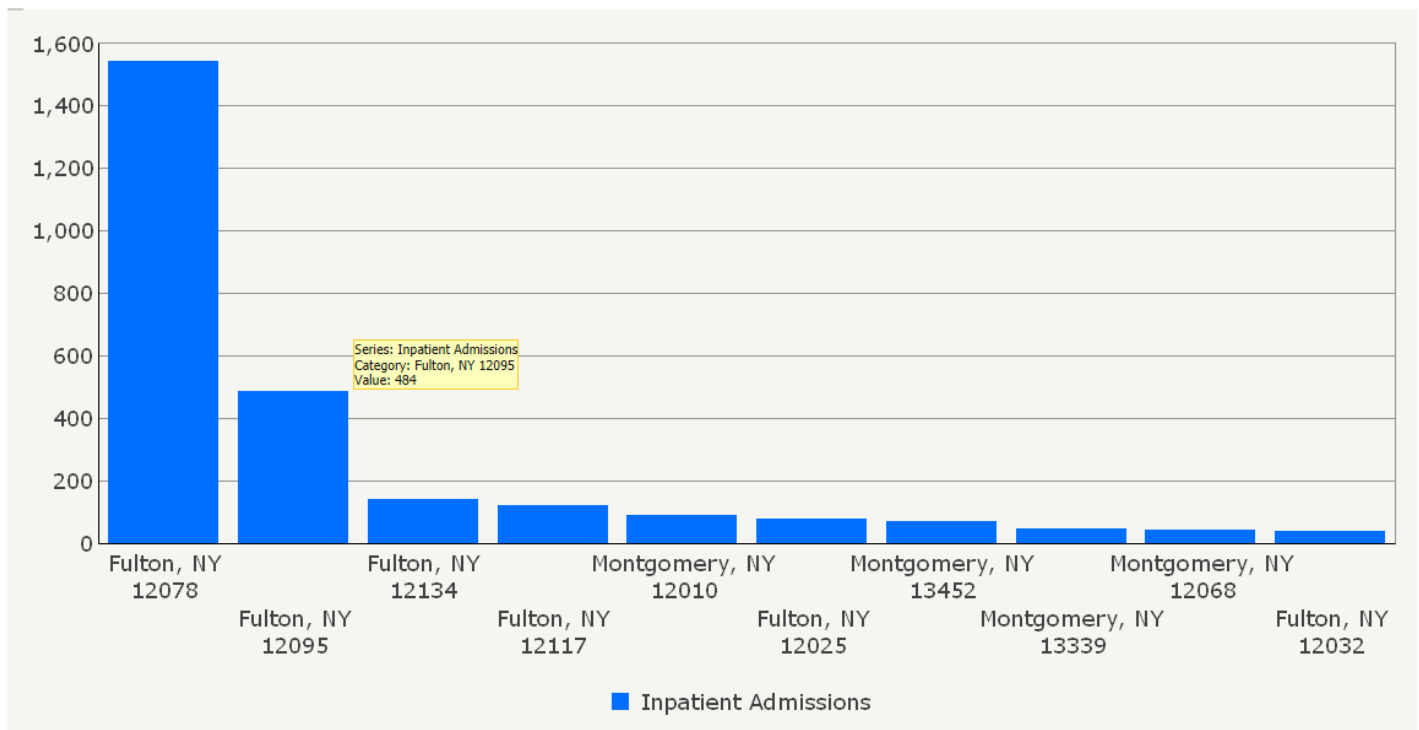
Nathan Littauer Hospital's Service Area

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2015 Patient Origins for Nathan Littauer Hospital by County



Source of payer origins data: 3M Encompass-Health Analytics

Retrieved from: <https://ia.3mhis.com/microstrategy/asp/Main.aspx>

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County	ZIP Code	Inpatient Admissions
Total		2,934
Fulton, NY	12078	<u>1,540</u>
	12095	<u>484</u>
	12134	<u>140</u>
	12117	<u>121</u>
Montgomery, NY	12010	<u>89</u>
Fulton, NY	12025	<u>78</u>
Montgomery, NY	13452	<u>71</u>
	13339	<u>45</u>
	12068	<u>40</u>
Fulton, NY	12032	<u>36</u>
Herkimer, NY	13329	<u>35</u>
Hamilton, NY	12190	<u>29</u>
Montgomery, NY	13317	<u>27</u>
	12072	<u>21</u>
Hamilton, NY	12164	<u>18</u>
	12108	<u>14</u>
Montgomery, NY	12070	<u>12</u>
	12166	<u>10</u>
Fulton, NY	13470	<u>8</u>
Herkimer, NY	13454	<u>6</u>
	13365	<u>5</u>

Source of payer origins data: 3M Encompass-Health Analytics

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2015 Payer Origins

Payer		Inpatient Admissions
Total		2,934
03	Medicare	868
17	Medicaid HMO	721
16	Medicare HMO	436
06	Blue Cross	253
11	HMO (Other)	209
01	Self Pay	187
04	Medicaid	177
08	Commercial Insurance Company	51
12	CHAMPUS/VA	24
02	Workers Compensation	5
13	No-Fault	3

Source of payer origins data: 3M Encompass-Health Analytics

Retrieved from: <https://ia.3mhis.com/microstrategy/asp/Main.aspx>

Fulton County is typical of other ARHN counties with a large White, non-Hispanic population and a large elderly population. English is the primary spoken language. Fulton County has a population of 54,870, and much like upstate New York, Fulton County does not have a racially and ethnically diverse population. Over 90.0% of the population is White, non-Hispanic, compared to Black/African, non-Hispanics at 1.5% and Hispanic/Latinos at 2.6%. Nearly 17% of the population is 65 years of age and older, higher than the ARHN region at 16.2% and Upstate NY at 15.2%.

The mean household income is \$58,147, the lowest in the ARHN region, and the per capita income is \$24,265, lower than that of New York State, \$85,736 and \$32,829 respectively. The percentage of individuals in Fulton County living below the Federal Poverty level is 16.2%, higher than that of ARHN region and that of Upstate New York, 14.5% and 11.8% respectively. The percentage of individuals receiving Medicaid in Fulton County, (21.9%) is the highest in the ARHN region (17.6%) and higher than Upstate New York (16.9%).

Covered Facilities

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

- A 74 bed acute-care hospital

- An 84 bed skilled nursing home facility

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An offsite community education center located in neighboring Johnstown

Lifeline, a personal response system located off site

And the following primary/specialty care settings:

- Caroga Lake
- Gloversville, Easterly
- Gloversville
- Gloversville Steele Avenue
- Johnstown Primary Care
- Johnstown Pediatric Center
- Kingsboro Gastroenterology Primary/Specialty Care Center
- Mayfield
- Perth
- Speculator

2016 Community Health Needs Assessment

A community Health Needs Assessment (CHNA) was conducted in the spring of 2016 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 counties. Data was collected through AHRN. The process also included an ARHN Community Health Assessment committee meeting, which took place on June 24, 2016. Multiple organizations representing different human service disciplines were invited 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 (CHNA) 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. 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.

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In order of priority they are:

1. Priority: Prevent Chronic Disease
 - a) Focus Area: Increase access to high-quality chronic disease preventive care and management in clinical and community settings
2. Priority: Promote Healthy Women, Infants and Children
 - a) Increase the proportion of babies who are breastfed

As part of the community health planning and assessment process, the Community Health Assessment (CHA) Committee identified and selected Chronic Disease Prevention as a regional priority in support of the NYS Prevention Agenda 2013-2018. CHA partners will work in tandem with the Adirondack Rural Health Network (ARHN) in a variety of ways to both support strategies to address and raise awareness about Chronic Disease Prevention.

Strategies being explored and formulated on how to best support a regional priority of Chronic Disease Prevention include:

- Creating Prevention Agenda projects.
- Implementing a media campaign.
- Using social media outlets and websites to raise awareness of initiatives and programs currently in place from partners and other in our region.
- Creating a new page on the ARHN website to house resources and links to evidence-based strategies.
- Identifying a subject matter expert speaker(s) for the region.

The CHA Committee, facilitated by ARHN, is made up of hospitals and county health departments working together utilizing a systematic approach to community health planning. Members include:

- Adirondack Health
- Essex County Public Health
- Franklin County Public Health
- Fulton County Public Health
- Glens Falls Hospital
- Hamilton County Public Health Services
- Inter-Lakes Health and Moses Ludington Hospital
- Nathan Littauer Hospital and Nursing Home
- UVM Health Network- Alice Hyde Medical Center
- UVM Health Network- Champlain Valley Physicians Hospital
- UVM Health Network- Elizabethtown Community Hospital
- Warren County Health Services
- Washington County Public Health Services

Promote Mental Health and Prevention of Substance Abuse was also selected by stakeholders as a priority with a focus on “Strengthening Infrastructure across Systems.” This is a focus of the population health domain for the AHI PPS which Nathan Littauer Hospital and Fulton County Department of Public Health are members. Nathan Littauer Hospital will work with the AHI PPS to address mental health, but did not select it as a Prevention Agenda priority. Additionally, Nathan Littauer Hospital and Fulton County Department of Public Health are members of the Mohawk Valley Population Health Improvement Program (MVPHIP). MVPHIP identified behavioral health as a priority and a workgroup has been formed to address stigma and to provide mental health resources to the region. In 2015 we offered a free showing of the movie “Inside Out” to promote positive coping mechanisms for children to utilize in dealing with everyday stressors.

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

Quality and Access to Care: the accomplishments, initiatives & programs in place to help address this area are as follows:

- In 2016 we broke ground on a new primary care clinic in Fonda
- In 2016 we broke ground on a dialysis center in Gloversville
- 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 – to improve 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, Fulton County Long-term Health Council, and Mohawk Valley PHIP.

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Prevent Chronic Disease:

Other community partners, or existing agencies and community based organizations addressing need: Fulton County Public Health, Advancing Tobacco Free Communities of Hamilton, Fulton and Montgomery Counties, 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 local tobacco coalition
- Examples of community education programs which address this need include: Participation of the Americana Lung Association "Great American Smoke out", 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), Women with Heart Disease and Better Breathers support groups

Diabetes:

- Inpatient and outpatient diabetes education provided by certified diabetes educators
- Certified diabetes educator lead monthly support group at HealthLink
- Examples of community education programs which address this need include: community presentations on diabetes awareness and risk factors
- Broke ground on new dialysis center

Cancer:

- Diagnostic imaging resources and skilled professional staff available on site

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- 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

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
- CORE 4 weight loss/weight management program offered to hospital staff and the public, 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, offering low cost yoga and dance classes, provide free teaching space to T.O.P.S (Take Off Pounds Sensibly: a peer driven weight management support group) along with Cornell Cooperative Extension to teach nutrition classes to parent or guardians, engaging schools to participate in the Safe Routes to School Program (Walk / Bike to School Days) with the goal of shifting the norm

Other: Although musculoskeletal 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. NLH 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 musculoskeletal 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:

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- Hospital wide community initiatives - No texting and driving, Tick Bite Prevention, Stop Sports Injury, community wide disaster training, concussion prevention
- In 2015 Nathan Littauer Hospital & Nursing Home sponsored a training for area coaches on Chronic Traumatic Encephalopathy (CTE)
- Hospital wide internal initiatives - Staff disaster training, active shooter training, food on hand at NLH in the event of a disaster
- ½ mile paved walking track open to the community
- Over 100 NLH staff are certified by FEMA's incident command Emergency Management Institute
- NLH's Lifeline provides free fall prevention home assessments
- NLH offered advice to hunters via the media about avoiding hunting accidents
- NLH'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
- NLH addresses our high rates of children lead poisoning. This initiative encourages screening at the primary care level and will attempt to address lead abatement in our community's older housing stock

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, Albany Medical Center, Community Health Center, NYS DOH

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 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
- Many of our Birthing Center staff holds 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. Starting January, 2017 we will offer two additional breast feeding support groups in our Johnstown HealthLink location and will increase the frequency of the childbirth preparation classes by 50%

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- We offer private breastfeeding rooms at our hospital and nursing home, HealthLink, and we will be adding locations in our Primary Care Centers
- We will be the first Hospital in our area to distribute “Baby Boxes” to each child born at our hospital to promote safe sleep practices
- Our hospital offers insurance coverage that supports breastfeeding by covering lactation specialist and breast pumps
- Our hospital is part of the New Your State Breastfeeding Quality Improvement in Hospitals (NYS BQIH)
- 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 prevention and treatment of spinal cord injuries, nutritional aspects of sports drinks, and the most common childhood medications

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 NLH relies on our other community partners to deliver services in this arena. NLH refers and arranges 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. NLH does care for people who have mental health diagnosis in the primary care setting. If patients 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, yoga, and art classes.

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 and the Red Ribbon Partnership (HIV) thru Centro Civico.

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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
- In 2014 we started to 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 video encouraging patients to ask their provider to wash their hands before examination. It plays in every patient room
- We utilize disposable equipment such as blood pressure cuffs for each patient
- We have antimicrobial discs for VAD's
- We have indwelling urinary catheter protocols in effect

Needs not addressed

Nathan NLH 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, NLH 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.

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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 NLH 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

This report was prepared for the December 20, 2016 meeting of the Nathan NLH Hospital Board of Directors. The Board will be asked to approve the Implementation Plan for the Needs Identified in the 2016 Community Health Needs Assessment for Nathan Littauer Hospital.