

2015 Update to Community Health Improvement Plan

Arnot Ogden Medical Center
Ira Davenport Memorial Hospital
St. Joseph's Hospital
Arnot Medical Services



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2015 Update to Community Health Improvement Plan

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Our Mission:

- ✓ To partner with each person we serve in order to maximize their physical, emotional, social and spiritual health.

Our Vision:

- ✓ To be recognized as the premier regional health care system delivering high-quality, safe, cost-effective, socially responsible health care services to all we serve.

Our Values:

Excellence

- ✓ We strive for the highest clinical quality, patient safety, and patient, physician and employee satisfaction by continually measuring and improving our performance.

Patient-Centered Health Care

In a manner consistent with the highest standards of care:

- ✓ We strive to focus on the needs of each patient.
- ✓ We apply the skills of communication and listening in order to honor the rights of every individual.
- ✓ We teach and encourage our patients to participate in their care, to promote their wellness, and to make well-informed decisions.
- ✓ We respect and honor the cultural, ethnic and religious beliefs and practices of each patient.

Compassion

- ✓ We act with attention, care and an empathetic manner toward our patients and communities in order to alleviate the suffering which arises with health issues.
- ✓ We strive to exceed our patients' and our co-workers' expectations for comfort and care in the midst of suffering.

Teamwork

- ✓ We work together as trustees, staff, volunteers, physicians, and patients to find new, creative and collaborative ways to improve the delivery of health care services.

Integrity

- ✓ We adhere to the highest ethical and professional standards by a commitment to honesty, confidentiality, trust, respect, and transparency.

Amot Health is comprised of three hospitals: Amot Ogden Medical Center and St. Joseph's Hospital in Elmira; and Ira Davenport Memorial Hospital in Bath, New York. Amot Health provides diagnostic, ambulatory, secondary and tertiary acute care, as well as substance abuse, psychiatric, rehabilitative, and wellness services to meet the needs of residents in Chemung, Steuben, and Schuyler Counties in the Southern Tier of New York, and Bradford and Tioga Counties in the Northern Tier of Pennsylvania.

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- **Arnot Ogden Medical Center**, located in Elmira, NY and founded in 1888, is a not-for-profit, 256-bed tertiary medical facility offering specialty services including, cardiovascular care, cancer care, women's health services, emergency medicine and surgical services.
 - **Ira Davenport Memorial Hospital**, located in Bath, NY and founded in 1910, is a not-for-profit 38-bed acute care hospital offer ancillary services and emergency medicine. The campus also hosts a 120-bed skilled nursing facility, Taylor Health Center.
 - **St. Joseph's Hospital**, located in Elmira, NY and founded in 1908 by the Sisters of St. Joseph of Rochester, New York, is a not-for-profit Catholic 295 acute care hospital specializing in orthopedic care, physical rehabilitation, geriatric medicine, behavioral science and alcohol rehabilitation.
 - **Arnot Medical Services** is a multispecialty physician group associated with Arnot Health offering care throughout the Southern Tier of New York and Northern Tier of Pennsylvania in the areas of Cardiology, Cardiovascular Surgery, Endocrinology, ENT, Family Practice, Gastroenterology, Infectious Diseases, Internal Medicine, Nephrology, Neurology, Orthopedics, Pain Management, Rheumatology, Women's Health and Wound Care.

2015 Update to the Community Health Improvement Plan

In 2013, Arnot Health in collaboration with the Chemung County Health Department, Steuben County Public Health and a diverse community partnership conducted a comprehensive Community Health Needs Assessment (CHNA) to identify public health priorities in Chemung and Steuben Counties. The CHNA identified some overlapping areas of public health concerns in Chemung and Steuben Counties.

Chemung County Priority: Prevent Chronic Disease

1. Focus area: Reduce obesity in children and adults; and
2. Focus area: Reduce illness, disability, and death related to tobacco use and secondhand smoke exposure.

Disparity: Reduce percentage of lower income individuals who smoke, including those with mental health and substance abuse issues.

Steuben County Priority: Prevent Chronic Disease

1. Focus area: Reduce obesity in children and adults; and
2. Focus area: Reduce illness, disability and death related to heart disease and hypertension.

Disparity: Promote tobacco cessation, especially among low socioeconomic populations and those with mental health illness.

Over the last two years, Arnot Health and partners have been implementing and monitoring the effectiveness of the CHIP in Chemung and Steuben Counties. Since implementation of the 2013 CHIP, progress has been made in preventing chronic disease through strategies aimed at reducing obesity in children and adults, and reducing tobacco use.

CHIP strategies to prevent chronic disease continued to focus on three key areas:

- 1) Health promotion activities to encourage healthy living and limit the onset of chronic diseases;
- 2) Early detection opportunities that include screening populations at risk;
- 3) Successful management strategies for existing diseases and related complications.

Action plan strategies such as increasing physical activity, improving nutrition, and decreasing tobacco use from the core of the ***Preventing Chronic Diseases Action Plan for the New York State Prevention Agenda*** have been implemented

(http://www.health.ny.gov/prevention/prevention_agenda/2013-2017/docs/prevent_chronic_diseases.pdf).

Progress in Obesity Prevention

Prevention Agenda Priority: Prevent Chronic Disease

Focus Area: Reduce obesity in children and adults

Goal: Create community environments that promote and support healthy food and beverage choices and physical activity

Creating Healthy Places to Live, Work, and Play

In 2010, Amot Health was awarded a five-year Creating Healthy Places to Live, Work and Play (CHP) grant from the New York State Department of Health to promote healthy lifestyles and prevent obesity and type 2 diabetes through environmental, policy, and system changes. The CHP grant was lead by Amot Health and a partnership of 30 community-based agencies and organizations, and engagement from community members.

Over the past five-years, the CHP partnership had four areas of focus:

- A. To increase physical activity
- B. Improve safety and access to open spaces for physical activity
- C. Increase access to and consumption of fresh fruits and vegetables
- D. To work with local restaurants to make eating out healthier

Funding for the CHP grant ended on September 30, 2015. However, the CHP partnership remains committed and engaged in sustaining the work of CHP through Amot Health's subcontract with Genesee Valley Educational Partnership to implement the community's portion of the "Creating Healthy Schools and Communities" grant.

Creating Healthy Places to Live, Work, and Play has made progress over the last five years in establishing an environment where it is easier for the community to be physically active and make healthier food choices. The following are the obesity prevention strategies implemented and the accomplishments of the CHP partnership over the last five years:

A. Increase Physical Activity

Amot Health and the CHP partnership created, rehabilitated, maintained and promoted parks and recreation facilities in underserved residential areas to offer safe, accessible and attractive opportunities for physical activity for persons of all ages and abilities. CHP partners and the City of Elmira developed and/or enhanced parks and playgrounds for children to make them safe, attractive and accessible in the following locations:

- ✓ McKinnon Park
- ✓ Grove Park
- ✓ Miller's Pond Park
- ✓ Eldridge Park
- ✓ McCann's Memorial Park
- ✓ Blandford Park
- ✓ Pulaski Park
- ✓ Quatrano Park

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- ✓ Frank Rhode Park
 - ✓ Woodlawn Playground
 - ✓ Mark Twain Riverfront Park

In addition to replacing unsafe equipment and enhancing parks and playgrounds, CHP partnership worked to improve a seven-mile stretch of the Lackawanna Rail Trail by installing a fitness station, solar lights for safe passage on the trail, and an informational kiosk with “Get Active Elmira” maps that were created by the partnership to highlight the city’s 23 parks and playgrounds. Other enhancements to the Lackawanna Rail Trail included benches, bike racks and mile markers.

B. Improve Safety and Access to Open Spaces for Physical Activity

Arnot Health and CHP partners worked collaboratively to improve street-scale urban design for safer and easier access to parks, playgrounds and trails. Safety assessments of parks and playgrounds were conducted by organizations serving the developmentally disabled populations, seniors and the visually impaired. The Elmira Traffic Board conducted a speed study near one of the most highly utilized parks in an underserved area to determine if speed reduction signs were necessary for traffic calming and safer access. Other strategies implemented to promote safe access to open spaces for physical activity include:

- ✓ Installation of “high visual impact” signage at parks, playgrounds, trails and street crossings
- ✓ Installation of video cameras in select parks
- ✓ Improved street lighting
- ✓ Installation of cross walks and ADA compliant curb cut outs and tactile ramps
- ✓ Utilized speed reduction and playground warning signs for traffic calming

C. Increase Access to Fresh Fruits and Vegetables

To increase access to fresh fruit and vegetables, the CHP partnership created community gardens and enhanced existing vegetable gardens by working with community planning boards, neighborhood associations, schools, persons with disabilities, and senior and low-income housing developments. Examples of strategies implemented to promote access to and consumption of fresh fruits and vegetables include:

- ✓ Provided Mobile Edible Wall Units (portable community gardens) for schools and youth community centers
- ✓ Installed a tool shed and provided gardening supplies to establish and maintain community gardens in underserved areas
- ✓ Supported the development of a community garden for persons with developmental disabilities
- ✓ Supported the Food Bank of the Southern Tier with fresh fruits and vegetables grown in the community gardens

Community Gardens were established or enhanced in the following locations:

- ✓ Near Westside Victorian Garden
- ✓ Katy Leary Park
- ✓ Quatrano Park
- ✓ Economic Opportunity Program at Ernie Davis Community Center

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- ✓ Woodlawn Community Garden
 - ✓ Elmira City School District

D. Work with Restaurants to Make Eating Out Healthier

To make eating out in restaurants healthier, CHP partners worked with local restaurants to add healthier menu items including healthier “side” items provided with a meal; modify existing menu items and offer affordable and appropriately sized portions; make healthier items standard for children’s meals; and publicize the calorie, fat and sodium content of menu items.

Other strategies implemented by restaurants and the CHP partnership to prevent obesity and educate the community about healthier eating choices include:

- ✓ Developed three different long-running TV ads promoting healthy eating at restaurants and featured three of the restaurant partners.
- ✓ Created table top displays of “Eating out Healthier” tips for each partnering restaurant
- ✓ Provided restaurants with packets of Mrs. Dash to place on their tables
- ✓ Developed and distributed educational materials on healthy food options at community outreach events
- ✓ Worked with hospital system to adopt Healthy Meeting policy and offer daily “Well Being” meals in the hospitals’ cafeterias for employees and the public

Healthier menu options were adopted at the following restaurants:

- ✓ Hill Top Inn
- ✓ Starlite Room
- ✓ Classic Café
- ✓ Charlie's Café
- ✓ Turtle Leaf Cafe

Progress in Other Obesity Prevention Strategies

Breastfeeding

Amot Health and community partners remain committed to the goal of creating supportive environments that promote healthy food and beverage choices, and reducing obesity in adults and children. According to the Surgeon General's report, breastfeeding is the healthiest food for infants and exclusive breastfeeding in the first six months is recommended. Children who are breastfed for six months are less likely to become obese.

(<http://www.surgeongeneral.gov/library/calls/breastfeeding/factsheet.html>).

Amot Health offers breastfeeding classes for pregnant women and new mothers and their support persons. In 2015, Amot Health's flagship hospital Amot Ogden Medical Center had 1,358 live births, and 61% of the infants born were exclusively breastfed. Ongoing support is offered to breastfeeding mothers immediately after birth and post discharge from the hospital. Amot Health also supports employees that choose to breastfeed and established a lactation room on the St. Joseph's campus that is open to employees and visitors 24 hours a day.

Amot Health with hospitals in Chemung and Steuben Counties continues to be an active member of the Twin Tier Breastfeeding Network (TTBN) in Chemung County and the Breastfeeding Coalition of Steuben County. Both partnerships promote breastfeeding as the healthiest food choice and use credentialed breastfeeding consultants and WIC peer counselors to support breastfeeding mothers.

The TTBN actively participates in outreach events and hosted an Open House to raise awareness about breastfeeding, and engage community for support of long-term breastfeeding across public and private sectors. During World Breastfeeding Week, TTBN presented Breastfeeding Friendly awards to businesses and organizations that provide supportive amenities for breastfeeding mothers or develop policies that support breastfeeding at worksites. The award ceremony was attended by over 100 community members, including local, city and health officials. Awardees included hospital systems, childcare centers, libraries, restaurants, doctor offices, and local businesses.

Steuben County Breastfeeding Coalition in collaboration with the Dorman Library established the first Baby Café, a peer support group for breastfeeding mothers. The Baby Café model is being expanded to Chemung County through collaboration with the county's library system. Baby Cafés are staffed with Certified Lactation Consultants from Steuben County Public Health and WIC, and with access to International Board Certified Lactation Consultants.

Healthy Kitchens

Amot Health's Graduate Medical Education Program continues to collaborate with The Goldring Center for Culinary Medicine at Tulane University and community partners to implement the Healthy Kitchens program. Amot Health is the first small community hospital to pilot the Healthy Kitchens program. Through the program, Amot Health residents and medical students from Lake Erie Osteopathic College of Medicine (LECOM) learn culinary skills; how to prepare meals based on the DASH and Mediterranean diets; and the connection between healthy foods and diet related chronic diseases such as heart disease, diabetes and hypertension. After completion of the eight-module Healthy Kitchens curriculum, medical students reach out to the community to provide hands-on education about preventing and managing chronic disease through nutritional meals at an affordable cost (<http://tmedweb.tulane.edu/mu/teachingkitchen/>).

Worksite Farmer's Market

Amot Health's Population at Work wellness committee piloted a small farmers' market for employees during lunchtime and breaks on the AOMC campus. The market included two farms and healthy lunch vendors. The goal of the market was to provide access to fresh local produce during the workday. During the twice-monthly farmers' market, education about other local farmers' markets and opportunities for physical activity such as yoga and hula hoops were provided.

Physical Activity Programs

Amot Health and community partners worked with local health departments to offer free community programs that promote physical activity and healthier food choices in Chemung and Steuben Counties. Examples of programs offered in 2015 include:

- ✓ Step it Up Community Walking Program
- ✓ Hunt for Gold Shoes
- ✓ Fit Families if the Southern Tier (FFIST)
- ✓ Strong Kids Safe Kids
- ✓ Chemung County Summer Cohesion Travel Program
- ✓ Girls on the Run of the Southern Tier
- ✓ Davenport and Taylor Run
- ✓ Wineglass Marathon

Participants in the free six-week Step it Up Community Walking Program receive pre and post program health screenings and over the last five years have had consistent outcomes averaging:

- ✓ 65% reduction in blood pressure
- ✓ 41% reduction in blood glucose
- ✓ 69% reduction in weight
- ✓ 71% reduction in body fat or BMI
- ✓ 55% reported making healthier food choices as a result of the program

Amot Health offers the FFIST Program for obese children and their families to teach children how to make healthier food choices, and increase their physical activity through fun activities such as games and active play. Children in the eight-week FFIST program also receive pre and post program weight, BMI and strength and endurance fitness testing. As a result of the program, children have shown gains in strength and endurance, and report making healthier food choices.

Disease Prevention

Local, Regional and State Leadership

Amot Health aims to improve the health of the community through active participation and leadership in local, regional and state-level preventative health coalitions and taskforces. Amot Health serves on the Chemung County Board of Health, the Community Services Board, the Healthcare Association of New York State's (HANYNS) Community Health Taskforce and the New York State Department of Health's (NYSDOH) Community Health Needs Assessment Ad Hoc Group.

Community Health and Outreach

Amot Health remains committed to preventing chronic disease in the community through free preventative health screenings, health promotion programs and wellness education. In 2015, Amot Health participated in over 100 community events and served over 2,500 individuals across Chemung, Steuben and Schuyler Counties.

Free health screenings included:

- ✓ Blood pressure
- ✓ Blood glucose
- ✓ Diabetes risk assessment
- ✓ Stroke assessments
- ✓ Body Fat Analysis
- ✓ Body Mass Index
- ✓ Tobacco use screening
- ✓ Carboxyhemoglobin
- ✓ Lunge Age

In addition to community outreach events, Amot Health serves populations at risk for developing chronic disease by offering free monthly health screenings in medically underserved locations such as soup kitchens and senior centers within a medically underserved area. Amot Health's Heart Vascular Institute also offers free weekly blood pressure screenings for the community.

Community Health and outreach also includes working with local schools and summer programs to offer highly interactive educational programs on topics such as:

- ✓ Nutrition
- ✓ Sun safety
- ✓ Physical activity
- ✓ Injury Prevention
- ✓ Tobacco use prevention
- ✓ Other wellness programs

School Wellness Committee

Amot Health continues to serve on the Elmira City School District Wellness Committee and collaborated with the school district to develop new wellness policies that included healthier options in vending

machines and increased physical activity during class time. Amot Health continued to inform school officials on important health issues impacting the community, and contributed topics for discussion at student forums and interactive community activities.

Community Health Rotations for Graduate Medical Education Program

Amot Health's Community Health Department developed a community medical rotation for second and third year LECOM Family Medicine residents. The goals of the rotations were to provide residents with experiences that acquainted them with the population they serve, enhance their knowledge of community resources, and give them an opportunity to participate in preventative health screenings and educational events. Amot Health collaborated with health and human service agencies to provide the residents with community rotations such as:

- ✓ Amot Health HIV Primary Care and Disease Management
- ✓ Economic Opportunity Program Inc. (EOP)
- ✓ Head Start Program
- ✓ Comprehensive Interdisciplinary Developmental Services Inc. (CIDS)
- ✓ Chemung County Home Health Agency
- ✓ Community Immunization Clinics

Cancer Prevention

Amot Health's Health Center for Women and the Falck Cancer Center includes working collaboratively with the New York State Cancer Services Program to provide free breast, cervical and colorectal screenings for the un and underinsured. Other cancer prevention strategies include annual skin cancer screenings and a lung cancer screening program for community members with a history of long-term tobacco use. Falck Cancer Center offers a wide range of free monthly support groups for cancer survivors in the community.

Chronic Disease Management and Support

Diabetes Education

Amot Health's Diabetes Center provides diabetes education, support and management, and served over 350 community members in 2015. Other services provided by the Diabetes Center include insulin pump instruction and nutritional counseling. Ira Davenport Memorial Hospital provides diabetes education and support for outpatients, and served 70 individuals in 2015. All diabetes education offered by Amot Health is provided by Certified Diabetes Educators and is in accordance with the American Diabetes Association Standards of Care.

Annual Diabetes Fair

Amot Health has a leadership role in the multi-county Southern Tier Diabetes Coalition and in the planning and implementation of an annual Diabetes Fair in the fall of each year. In 2015, over 300 community members received diabetes prevention and management education and preventative health screenings. Education and screening opportunities included blood pressure, body fat and blood glucose screenings; foot care education; diabetes risk assessments; nutrition education meal planning and information on diabetes medications and equipment; and information about support groups and chronic disease self management classes. Pneumovax and influenza vaccines were also provided.

Health screening participants identified to be at risk were provided follow up by Amot health's Health on Demand Medical Call Center.

Living Healthy Series

Amot Health continues to collaborate with preventative health partners in Chemung and Steuben Counties and participates in the promotion and facilitation of evidence-based programs such as the Chronic Disease Self-Management Program (CDSMP), the Diabetes Self-Management Program (DSMP), and the National Diabetes Prevention Program (NDPP) and Living Healthy workshops.

Progress in Reducing Tobacco Use Prevention and Cessation

Prevention Agenda Priority: Prevent Chronic Disease

Focus Area: Reduce illness, disability, and death related to tobacco use and secondhand smoke exposure.

Goal: Reduce exposure to secondhand smoke

Disparity: Low socioeconomic, mental health and substance abuse populations

Although there have been substantial reductions in the percentage of adults who smoke in NYS, tobacco use disparities have become more pronounced over the past decade. Smoking rates have not declined among adults of low-socioeconomic status and adults with poor mental health. According to NYS Tobacco Control Program in 2008-2009, the incidence of smoking among adults who reported poor mental health (32.5%), was twice the incidence of smoking among adults who reported good mental health (15.7%)

(http://www.health.ny.gov/prevention/tobacco_control/reports/statshots/volume5/n2_mental_health_and_smoking_prevalence.pdf).

Census Data from Chemung and Steuben Counties indicates the incidence of persons living below poverty level exceeds the NYS average of 14.5%. Lower socioeconomic status is associated with an increased risk of smoking initiation and progression to regular smoking, and a decreased likelihood of successful smoking cessation ("Who's Quitting in New York: A Decade of Progress Reducing Smoking and Promoting Cessation", February 2011, Final Report).

Attention to Tobacco Use and Progress with Disparities

Amot Health works in collaboration with a diverse group of community partners, including mental health and behavioral health professionals, to focus on tobacco use in the lower socioeconomic (SES), mental health and substance abuse populations. In 2015, community-based programs serving mental health and substance abuse populations increased tobacco cessation education programs. Amot Health promoted awareness of the increased use of tobacco products in at risk populations by:

- ✓ Partnering with community-based mental health providers to understand the needs of their clients with addictions through the Drug Free Community Coalition
- ✓ Participating in community in-services about treatment of tobacco use in mental health and substance abuse populations
- ✓ Providing tobacco cessation information to primary care offices serving the low SES, mental health and substance abuse populations

Tobacco Prevention and Awareness Coalitions

Amot Health is an active member of the Southern Tier Tobacco Awareness Coalition (STTAC) that serves Chemung, Steuben and Schuyler Counties. The four major objectives of STTAC are:

- ✓ Reduce the impact of tobacco retail marketing to youth
- ✓ Increase the number of tobacco –free outdoor policies
- ✓ Increase the number of smoke-free multi-unit housing units
- ✓ Eliminate pro-tobacco imagery from youth- rated movies and the Internet

Reduce Exposure to Second Hand Smoke

Amot Health supports STTAC in the development of new smoke-free workplaces and Tobacco Free Outdoor policies. Examples of progress made towards reducing exposure to second hand smoke are:

- ✓ Elmira Housing Authority adopted a smoke – free housing policy
- ✓ Twin Tier Eye Care adopted a tobacco – free entryway policy for all six of their locations in Chemung, Steuben and Schuyler Counties
- ✓ Chemung County Board of Health passed a resolution to adopt a tobacco – free policy for county grounds
- ✓ Humane Society of Schuyler County adopted a tobacco-free entryway policy
- ✓ Exercise Enterprise in Schuyler County adopted a tobacco-free entryway policy
- ✓ Landon's Pub & Pizza adopted a tobacco–free entryway policy in Schuyler County
- ✓ City of Elmira smoke-free parks and playgrounds

Tobacco Use Prevention and Cessation

Amot Health continues to assess all patients for tobacco use in Primary Care settings and during inpatient hospitalizations. Patients who report using tobacco products are provided inpatient tobacco-cessation counseling, educated about the health benefits of cessation, receive referral for follow up with the New York State Smoker's Quit Line, and are provided with community resources for support. Amot Health continues to offer free tobacco cessation education and support during preventative health screenings and wellness events, and works with community partners to promote regional tobacco cessation programs and awareness.

Community Mobilization and Education

Amot Health continues to participate in the annual Great American Smoke Out (GASO) and offers community GASO health fairs in the community and in medically underserved areas. In recognition of GASO in 2015, Amot Health provided free community Carboximeter and Lung Age screenings on all three hospital campuses and updated its tobacco-free campus policy.

Arnot Health's 2016 Initiatives

Comprehensive Community Health Needs Assessment

Arnot Health is working with local health departments and diverse multi-county partnerships to update the 2013 Community Health Needs Assessment (CHNA), and engage community members in identifying public health priorities and unmet needs in the community. The CHNA process will be completed and an updated Community Health Improvement Plan will be available to the community in December, 2016.

Medicaid Redesign

Arnot Health is participating in the Delivery System Reform Incentive Payment (DSRIP) Program and is leading the southeastern region of the 13-county Finger Lakes Performing Provider System (FLPPS). The DSRIP program aims to transform the delivery of healthcare for Medicaid members and achieve the Triple Aim:

- ✓ Improve the quality of care
- ✓ Improve health outcomes
- ✓ Reduce utilization of high cost services such as Emergency Department visits, avoidable inpatient admissions and readmissions by 25% in five years

FLPPS selected eleven DSRIP projects following an extensive CHNA conducted by the Finger Lakes Health Systems Agency, and a comprehensive review of available local, regional and state data. The eleven DSRIP projects selected by FLPPS have created additional opportunities to align public health priorities and population health initiative to best meet the needs of the community.

The eleven DSRIP projects Arnot Health is collaboratively implementing within the 13-county Finger Lakes region are:

1	Create an integrated delivery system
2	ED care triage for at-risk populations
3	Care transitions intervention model to reduce 30 day readmissions
4	Transitional supportive housing services
5	Integration of primary care services and behavioral health
6	Behavioral health community crisis stabilization services
7	Behavioral Interventions Paradigm in Nursing Homes (BIPNH)
8	Increase support programs for maternal & child health
9	Strengthen mental health and substance abuse infrastructure across systems
10	Increase Access to High Quality Chronic Disease Preventative Care and Management
11	Implementation of patient activation activities to engage, educate and integrate the uninsured and low/non-utilizing Medicaid populations

Arnot Health's 2013-2017 Community Health Improvement Plan can be found on Arnot Health's Web site at: http://www.arnothealth.org/usr/Arnot%20Health%202013%20CSP_FINAL.pdf