

Community Service Plan 2012

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



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2012 Update to the Community Service Plan

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

1. Which region is your hospital a part of?

Western-Rochester

2. Which hospitals do you represent?

Since the 2011 Community Service Plan, the Arnot Ogden Medical Center and St. Joseph's Hospitals in Elmira, NY and Ira Davenport Memorial Hospital in Bath, NY became a merged three hospital healthcare system known as "Arnot Health, Inc."

3. Counties-Chemung, Steuben

4. Mission Statement

The 2012 Update to Arnot Ogden Medical Center's Community Service Plan includes Community Service Plan updates for Ira Davenport Memorial Hospital and St. Joseph's Hospital. Arnot Ogden Medical Center and St. Joseph's Hospital in Elmira, NY and Ira Davenport Memorial Hospital in Bath, NY are now a merged non-profit regional healthcare system known as Arnot Health.

To better reflect Arnot Health's mission to serve the community, enhance patient care and strengthen regional partnerships, the mission statements from Arnot Ogden Medical Center, Ira Davenport Memorial Hospital and St. Joseph's Hospital were consolidated into a new mission statement for the healthcare system. The new mission statement was approved by Arnot Health's Board of Directors on May 21, 2012.

Our Mission

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

Our Vision

Is 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.

5. Service Area

Arnot Health’s service area has not changed since submission of the 2011 Community Service Plan. Arnot Health comprises St. Joseph's Hospital, Arnot Ogden Medical Center and Ira Davenport Memorial Hospital, providing diagnostic, ambulatory, secondary and tertiary acute care, as well as substance abuse, psychiatric, rehabilitative and wellness services to meet the needs of Chemung, Schuyler and Steuben Counties, NY; and Bradford and Tioga Counties, PA in the Southern Tier of New York and the Northern Tier of Pennsylvania. The three-hospital regional healthcare system, an independent, not-for-profit organization, has a total of 809 licensed beds, including 493 acute care, 231 long term care, 40 physical medicine rehabilitation, 25 psychiatric, and 20 substance abuse rehabilitation. The system currently has more than 300 physicians from 50+ specialties.

6. Which partners have you worked with in planning, implementation and evaluation of CSP?

Healthcare partners
 Diverse partnership of community based organizations
 Elected officials
 Employers and businesses
 Faith based organizations
 Local health departments

Schools

Chemung and Steuben County Rural Health Networks

7. How do you work with partners? (Give 2 brief examples)

- Aware of services offered by our partner
- Share data for planning purposes
- Plan programs together
- Implement programs together
- Evaluate programs together
- Coordinate outreach to the community

Example #1: Arnot Health works collaboratively with the Chemung County Health Department, Chemung Valley Rural Health Network, Cornell Cooperative Extension, other area hospitals, faith based organizations, and community partners to assess public health needs within the community. Programs to prevent obesity and diabetes, such as a free 6-week community walking program called “Step It Up”, are planned, implemented and evaluated in partnership. Pre and post program health screening data is shared between agencies, and outreach efforts are coordinated to maximize reach and community health impact.

Example #2: Arnot Health has a leadership role in the NYSDOH grant-funded Creating Healthy Places to Live, Work and Play partnership. This diverse collaborative of over 30 community partners across public, private and non-profit sectors is working together to plan, implement and evaluate environmental, policy and systems changes to promote physical activity and nutrition. The Creating Healthy Places partnership’s goal is to prevent obesity and diabetes through rehabilitating Elmira parks and playgrounds, increasing safe access to open public places for physical activity, building community gardens to increase access to fresh fruits and vegetables and working with local restaurants to offer healthier options on their menus.

8. Public Health Priorities: Which did you choose?

Arnot Health’s Public Health Priorities remain unchanged from the development of the 2009 three-year Prevention Agenda strategic plan.

Arnot Ogden Medical Center

- Physical activity and nutrition as it relates to disease prevention
- Tobacco use as it relates to chronic disease
- Access to quality healthcare

Ira Davenport Memorial Hospital

- Improving access to quality healthcare
- Chronic disease
- Tobacco use

St. Joseph’s Hospital

- Physical activity and nutrition as it relates to disease prevention
- Tobacco use as it relates to chronic disease
- Mental health and substance abuse related to suicide mortality rate

9. Goals and Measures:

Arnot Ogden Medical Center

(Adapted from Arnot Ogden Medical Center's 2009-2011 Community Service Plans)

1. Priority: Physical Activity and Nutrition as it relates to disease prevention

Objectives:

- Raise awareness of the importance of physical activity and nutrition in regard to disease prevention.
- Increase awareness of opportunities for physical activity.
- Promote healthy food choices.
- Facilitate weight loss.
- Reduce incidence of chronic disease.
- Reduce the risk of complications from preexisting health conditions.

Goals:

- By the year 2013, reduce the percentage of overweight and obese adults over age 18 to no more than 15% (Healthy People 2010 Goal).
- Increase the number of Chemung County residents who are physically active by offering interactive programs and educational events that focus on disease prevention through exercise and healthy food choices.
- Continue to collaborate with Chemung County Health Department, hospitals, other healthcare agencies and community partners to create environmental, policy and systems changes to promote physical activity and the consumption of fresh fruits and vegetables.

2. Priority: Tobacco Cessation as it relates to chronic disease

Objectives:

- Discourage tobacco use.
- Raise awareness of tobacco cessation resources.
- Promote understanding of how tobacco relates to chronic disease.

Goals:

- Maintain collaborations with Arnot Ogden Medical Center Tobacco Cessation Center and Southern Tier Tobacco Awareness Community Partnership to promote healthy behaviors and discourage tobacco use.
- By the year 2013, reduce the prevalence of smoking in adults to no more than 12% (Healthy People 2010 Goal).
-

3. Priority: Access to Quality Healthcare

Objectives:

- Increase access to care for medically underserved populations.
- Improve continuity of care across the care continuum.

Goals:

- Increase access to preventative health programs to decrease incidence of chronic disease.
- Provide disease management tools to promote management of chronic disease and reduce risk of complications from chronic disease.

- Reduce emergency room utilization through intensive case management based on the Medical Home Model to increase services, reduce cost and make connections to other community services based on individual need.

St. Joseph's Hospital

(Adapted from St. Joseph Hospital's 2009-2011 Community Service Plans)

1. Priority: Physical Activity and Nutrition as it relates to disease prevention

Goals:

- Plan and implement programs aimed towards achieving the New York State Department of Health's Prevention Agenda goal related to adult and childhood obesity.
- Offer free blood sugar and blood pressure screenings, distribute preventative health education materials at health fairs and at several locations in the greater Elmira area.
- Present free or low cost educational seminars and programs to promote physical activity and nutrition.
- Provide health education programs for local school students in kindergarten through grade five.

2. Priority: Tobacco Use as it relates to chronic disease

Goals:

- Reduce tobacco use in Chemung County and aim to achieve New York State Department of Health's Prevention Agenda goal pertaining to hospitalizations for Chronic Obstructive Pulmonary Disease.
- Distribute tobacco cessation educational materials, as well as provide free preventative screening tests at several community health fairs and events.
- Present free or low cost tobacco cessation trainings and seminars for the community.
- Provide free educational programs for local school students about the dangers of tobacco use.

3. Priority: Mental Health and substance abuse related to suicide mortality rate

Goals:

- Plan and implement programs aimed towards achieving the New York State Department of Health's Prevention Agenda goal for Substance Abuse related to Chemung County's suicide mortality rate.
- Provide free or low cost suicide prevention education programs for the community. Participate in professional education training programs in partnership with the Chemung County Suicide Prevention Program.
- Monitor on a quarterly basis any mental health issues identified for St. Joseph's Southern Tier Addiction Rehabilitation Services (STARS).
- Monitor STARS/NEW DAWN patients to ensure there is follow through on specific recommendations.
- Train key staff from STARS/NEW DAWN units to participate in Chemung County Suicide Prevention Program's SAFETALK training.

- Sponsor or co-sponsor appropriate organization(s) events and/or support groups.

Ira Davenport Memorial Hospital

(Adapted from Ira Davenport Memorial Hospital's 2009-2011 Community Service Plans)

1. Priority: Improve Access to Quality Healthcare

Goals:

- Expand services provided at the Avoca clinic to provide ongoing access to care for residents of Avoca.
- Expand medical services in Bath through active affiliation with Arnot Ogden Medical Center, to include Neurology, General Surgery, Obstetrics/ Gynecology, Orthopedics, Cardiology, Radiology and Pulmonology.

2. Priority: Chronic Disease

Goals:

- Reduce rate of hospitalizations due to short term complications of diabetes to at least the statewide average within two years.
- Improve follow up with patients who have participated in diabetes education program.
- Improve follow up with medical staff to maintain an awareness of the availability of the diabetes education program.
- Reduce current rate of hospitalizations due to congestive heart failure through disease management programs.

3. Priority: Tobacco Use

Goals:

- Work collaboratively with other healthcare agencies and the local health department to promote tobacco cessation and educate the public about tobacco cessation resources.
- Seek grant funding to develop a formal smoking cessation program, coordinate the distribution of informational brochures with physician offices, pay for nicotine replacement patches for those whose insurance does not cover them or who otherwise not be able to afford tobacco cessation support.

10. What outcome and process measures are you using to track progress in selected priority areas?

Arnot Ogden Medical Center, St. Joseph's Hospital and Ira Davenport Memorial Hospital uses several strategies to track and measure progress in Arnot Health's selected priority areas.

Measures of effectiveness include:

- State and County Indicators for Tracking Public Health Priority Areas
- New York State Prevention Quality Indicators (PQI)
- New York State Department of Health's Prevention Agenda for Healthiest State
- Healthy People 2020
- Chemung, Steuben and Schuyler County Health Assessments
- Chemung County Community Health Assessment Report Card 2010 – 2013

- BRFSS
- EBRFSS
- Data from Health on Demand Regional Call Center
- Number of community outreach events and preventative health screenings (graphs of results emailed separately as Appendix A and Appendix B)
- Number of participants in programs that promote physical activity and nutrition
- Number of participants with improved health outcomes such as blood glucose, blood pressure, BMI, body fat and diabetes risk indicators as a result of programs that promote physical activity and nutrition
- Program analysis and evaluation
- Participant surveys
- Number of Individuals who have received tobacco cessation, disease prevention and management educational materials
- Chemung County's Suicide Mortality Rate
- Chemung County Crisis Service Hotline Telephone Calls
- Number of Individuals who have received Suicide Prevention Training Programs

11. Update on Plan of Action: Summary of implementation status of your 3-year plan, including successes and barriers to implementing process. If applicable explain how and why plans have been changed as a result of stated successes and barriers.

In 2009, Arnot Ogden Medical Center and St. Joseph's Hospital selected two of its three Prevention Agenda Public Health Priorities in collaboration with and key members from the Healthy Living Partnership, including the Chemung County Health Department, Chemung Valley Rural Health Network, Cornell Cooperative Extension, Southern Tier Tobacco Awareness Community Partnership and Eat Well Play Hard. In addition to Physical Activity and Nutrition as it relates to disease prevention, and Tobacco Use as it relates to chronic disease, St. Joseph's Hospital identified Mental Health and Substance Abuse as it relates to suicide mortality rate as the hospital's third public health priority. Arnot Ogden Medical Center selected Access to Care as the hospital's third public health priority. Ira Davenport Memorial Hospital identified Access to Care, Chronic Disease and Tobacco Use as the hospital's 2009-2012 Prevention Agenda Priorities in collaboration with the Steuben County Health Department and the Steuben County Rural Health Network.

Since 2009, Arnot Ogden Medical Center, St. Joseph's Hospital and Ira Davenport Memorial Hospital have merged to form a new healthcare system known as Arnot Health. Arnot Health's three hospitals work collaboratively and regionally across county lines to implement and evaluate their 2009 three-year strategic plans to address public health priorities. Collaborations with the Chemung, Steuben and Schuyler County Health Departments, Chemung and Steuben Rural Health Networks, regional hospitals, community organizations and local school districts have been maintained and expanded to continually assess community needs, and plan evidence-based strategies that prevent or reduce the incidence of chronic disease.

Success: The merging of Arnot Ogden Medical Center, St. Joseph's Hospital and Ira Davenport Memorial Hospital is enhancing the healthcare system's Plan of Action

through the coordination of community health services and preventative health outreach activities. Arnot Health's system approach to implementing primary, secondary and tertiary prevention strategies to address public health priorities will maximize reach and impact on the health of the community.

2012 Plan of Action Updates

Priority: Physical Activity and Nutrition as it relates to disease prevention

(Arnot Ogden Medical Center, St. Joseph's Hospital)

Arnot Health continues to implement its three-year plan of action to promote physical activity and nutrition as a strategy to prevent obesity and the onset of chronic disease. Arnot Health's community health programs promote physical activity and nutrition by educating the community about the value of physical activity and nutrition in preventing the onset of chronic disease, providing interactive educational programs for school children and families, offering free preventative health screenings with one-on-one health risk reduction counseling, free monthly community health lectures and wellness promotion programs for underserved populations. Health on Demand, Arnot Health's regional medical call center, provides follow up disease prevention and disease management education for health screening participants with elevated health parameters.

Arnot Health continues its collaborations with the Chemung, Steuben and Schuyler County Health Departments and Rural Health Networks, other health care agencies, local school districts and community partners to continually assess the community's need for physical activity and nutrition to reduce the incidence of obesity and chronic disease. One example of Arnot Health's collaborative planning of strategies to promote physical activity and nutrition is the twice-yearly implementation of the Step it Up Program. Step it up is a free 6-week community walking program that includes pre and post program health screenings to evaluate the community health impact and effectiveness of the program.

Arnot Health, as the lead agency for the NYSDOH Creating Healthy Places to Live, Work and Play grant award, continues to work with the Creating Healthy Places partnership to create sustainable environmental, policy and system changes that promote physical activity, and access to and consumption of fresh fruits and vegetables. The Creating Healthy Places partnership is a diverse collaborative network of over 30 community agencies across the public, private and non-profit sectors.

Since 2009, Arnot Health has been increasing its focus on promoting physical activity and nutrition to prevent childhood obesity. Currently, Arnot Health community outreach is working collaboratively with local pediatricians, dietitians, and faith-based organizations to offer an eight-week fitness and nutrition program for overweight children and their families. Post program evaluation of participants in previous Fit Families in the Southern Tier (FFIST) programs shows evidence of weight reduction or stabilization, an increase in physical endurance and strength, and a change in dietary habits. Arnot Health offers nutritional education programs to hundreds of children annually through elementary and middle school programs, after school events, Summer Cohesion programs and Strong Kids Safe Kids.

Challenge to Implementation of Plan: As a result of consolidating services through the merging of hospitals and the formation of a new healthcare system, Arnot Health experienced budget and staff reductions. The budget and staff reductions led to a decrease in the number of community health programs and preventative screenings offered in 2011.

Success: Arnot Health's diverse multi-county collaborative relationships will encourage a shared utilization of resources, reduce the duplication services, maximize reach and improve community health outcomes.

Priority: Tobacco Use as it relates to Chronic Disease

(Arnot Ogden Medical Center, St. Joseph's Hospital, Ira Davenport Memorial Hospital)

Arnot Health continues to support new and existing tobacco cessation initiatives to reduce the prevalence of smoking through Arnot Health's Tobacco Cessation Center, community outreach activities and collaborations with Southern Tier Tobacco Awareness Community Partnership (STTAC). STTAC is a group of community-based organizations and individuals throughout Chemung, Schuyler and Steuben Counties that have joined together to build healthier communities through tobacco-free living. Since 2009, STTAC has made significant strides with tobacco-free outdoors and point of sales policies. Arnot Health and STTAC continue to collaborate with multiple community organizations and agencies to educate community members about the importance of tobacco-free policies. Arnot Health continues to identify persons using tobacco upon admission to the hospital and offers inpatient tobacco cessation counseling in all three of the healthcare system's hospitals. Arnot Health offers a comprehensive pulmonary rehabilitation program for persons with chronic obstructive pulmonary disease, and other lung conditions associated with tobacco use. Tobacco cessation information, counseling and referral to cessation resources are offered at all of Arnot Health's community outreach programs and events.

Success: Collaborations with Elmira City Council led to the passing of an Elmira City Council ordinance to make all city parks and playgrounds smoke-free.

Priority: Mental Health and Substance Abuse as it relates to Suicide Mortality Rate

(St. Joseph's Hospital)

In 2009 and 2010, a review of St. Joseph's Hospital inpatient records revealed that patients with a history of receiving mental health services at the hospital, and continuing services within the community, were much less likely to complete suicide and were more likely to seek help in crisis. In 2011, Chemung County Crisis Services reported 665 Face-to-Face Crisis Contacts, 204 of which were reported to have suicidal thoughts. A total of 332 Face-Face contacts were referred to Arnot Health emergency rooms in 2011. Of Chemung County Crisis Services' 1356 telephone calls, 537 callers were referred to Arnot Health hospital emergency rooms. St. Joseph's Hospital continues to work with the Chemung County Health Department and mental health coalitions to identify gaps in mental health support services, improve patient care for those with dual diagnosis of mental health conditions and medical conditions, and impact suicide mortality rate related to mental health and substance.

In April 2012, St. Joseph's Hospital's Southern Tier Addiction Rehabilitation Services (STARS) Outpatient Program was assumed by Trinity Substance Abuse Program. The

goal of this significant change was to consolidate services, minimize duplication of services and strengthen program services overall. The Administrative Director for New Dawn Addiction Services continues to work on cross-county coalitions to address the comorbidity of substance abuse and mental health conditions, substance abuse issues related to access to support services, and school based treatment for substance abuse. St. Joseph's Hospital is also active in a comprehensive tri-county, multi-specialty "Quit 2 Get Hired" coalition to address the challenge of substance abuse and unemployment. (<http://www.quittogethired.org/>).

Challenge to Implementation of Plan: There has been no increase in the Question, Persuade and Refer (QPR) suicide prevention trainings for Arnot Health physicians and staff due to the denial of the New York State Mental Health Association (MHANYS) grant to expand suicide prevention trainings. Also, reorganization of St. Joseph's substance abuse services has led to a reduction in hospital staff dually trained in caring for inpatient and outpatient substance abuse patients.

Priority: Access to Care

(Arnot Ogden Medical Center, Ira Davenport Memorial hospital)

In March 2010, Arnot Ogden Medical Center partnered with Chemung County Department of Social Services, Twin Tiers Physician Management and Southern Tier Priority Health to open a Medicaid Managed Primary Care Clinic to increase access to care by assisting undoctored patients find and establish a health care relationship with primary care providers. Since the 2011 Update to Arnot Health's Community Service Plan, Southern Tier Priority Health discontinued its 15-year partial capitation Medicaid Managed Care program for Medicaid eligible residents in Chemung County. Fidelis and Excellus/Monroe commercial insurance plans replaced this program.

As of April 30, 2012, Arnot Health discontinued its collaborative relationship with the Southern Tier Priority Health in favor of establishing a new and separate primary care Medicaid Managed Care practice on the campus of St. Joseph's Hospital. St. Joseph's Hospital is located in a Medically Underserved Area census tract adjacent to low-income housing, and is accessible to underserved populations by foot and public transportation. The new practice would provide intense case management based on the Patient-Centered Medical Home model and focus on preventative care. St. Joseph's Hospital will also be home base for Lake Erie College of Osteopathic Family Medicine. Arnot Health Medical Service participates in Fidelis and Excellus/Monroe plans for Medicaid eligible residents.

Arnot Health continues to improve access to quality healthcare through shared resources and the delivery of integrated services to meet the needs of the community. Physician recruitment to outlying areas of Bradford and Potter Counties and in Steuben County is providing access to specialty services such as orthopedics, neurology, general surgery, obstetrics/gynecology, cardiology, radiology, gastroenterology and pulmonology. Arnot Health plans to modernize and update the Emergency Department at Ira Davenport Medical Center to meet an increasing need for emergency services in Steuben County. This upgrade will meet the American College of Emergency Physician recommendations for visit-to-treatment station ratios, increase access to care and improve patient outcomes.

Challenge to Implementation of Plan: Arnot Health has identified the lack of primary care providers in the region as a barrier to accessing care. Transportation to and from medical services is also a barrier to accessing acute and chronic care within Arnot Health's service area. Arnot Health is collaborating with the Elmira-Chemung Transportation Council and their Mobility Manager to identify transportation barriers and work towards solutions that will increase access to care. Arnot Health provides transportation services and taxi vouchers for those who meet eligibility requirements.

Success: Arnot Health is in the process of renovating Ira Davenport Memorial Hospital's Emergency Department to meet the increasing need for emergency services in Steuben County. Treatment rooms will be doubled, from three to six, and will include one pediatric room and one trauma room. Completion is scheduled for late spring 2013. Arnot Health has also opened a new medical office building in Troy, Pennsylvania (Bradford County) in Fall 2011; expanding services available at a previous site. The office provides primary and specialty healthcare services for the Northern Tier of Pennsylvania including cardiology, obstetrics/gynecology, orthopedics, neurology and ear/nose/throat. Expanded evening and weekend hours provide an alternative to hospital emergency room visits.

Priority: Chronic Disease

(Ira Davenport Memorial Hospital)

Arnot Health continues to take a leadership role in cross-county health coalitions that address preventative health strategies and the management of chronic disease:

- Southern Tier Diabetes Action Program
- Schuyler County Awareness, Management and Prevention of Diabetes
- Steuben County Public Health Priority Team
- Cancer Services Partnership
- Chemung County Step it Up
- Healthy Living Partnership
- Creating Healthy Places Partnership
- Southern Tier Tobacco Awareness and Community Partnership
- Immunization Coalition (formerly known as Adult Immunization Coalition)
- Chemung Valley Rural Health Network and YWCA's Health Disparities Taskforce

Arnot Health includes chronic disease management education at community outreach events and follow-up health counseling through Arnot Health's Health on Demand Regional Medical Call Center. Arnot Health also includes tertiary prevention strategies such as outpatient congestive heart failure, diabetes and chronic obstructive pulmonary disease management programs. In addition to outpatient disease management programs, Arnot Health plans and implements Annual Diabetes Fairs in Chemung and Steuben Counties in collaboration with Chemung and Steuben County Public Health Departments, Rural Health Networks, Arnot Health's Diabetes Center and Cornell Cooperative Extension. The objectives of the Annual Diabetes Fair are:

- To raise awareness about diabetes.
- To increase access to preventative healthcare for un and underinsured.

- To promote diabetes wellness through health screening, education and the promotion of physical activity and nutrition.
- To promote chronic disease self-management strategies.
- To provide information about diabetes resources in the community.

Challenge to Plan of Action: Since development of Arnot Health’s 2009 Prevention Agenda three-year plan of action, Chemung County has risen to the second worst county in New York State in terms of poor health outcomes. Poverty, unemployment, an aging population, low literacy and educational attainment are challenges in Chemung County. The high percentage of Chemung County residents who are overweight, obese, use tobacco and lack a primary care provider contributes to the county’s poor health outcomes. Arnot Health plans to:

- Conduct a comprehensive community health needs assessment to identify public health priorities and areas of health disparity.
- Increase access to primary, preventative and outpatient services through the establishment of a Patient-Centered Medicaid Managed Care Clinic the campus of St. Joseph’s Hospital.
- Intensive outpatient disease management programs.
- Plan and implement evidenced-based strategies to prevent and reduce the number of persons who are overweight or obese, and modify behaviors that lead to increased health risk and chronic disease.

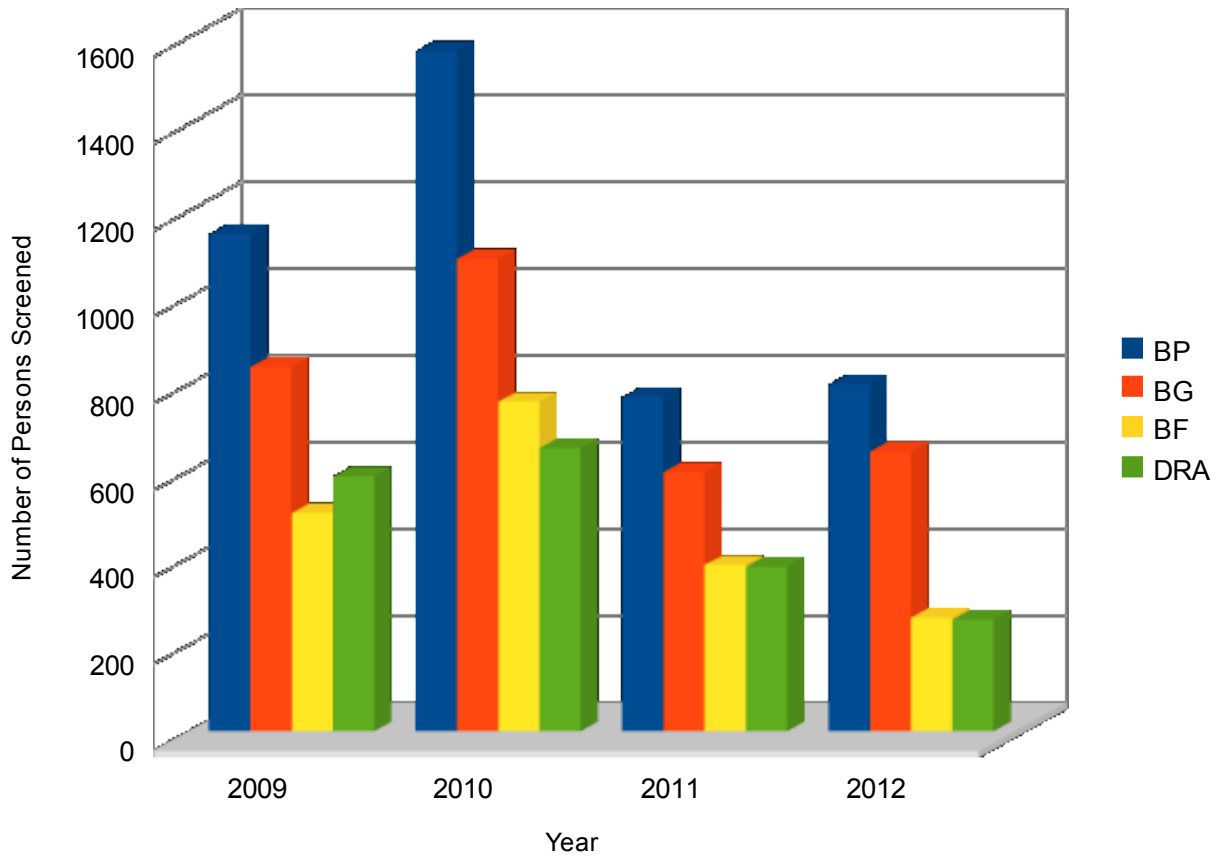
15. Explain any impact or changes that have been realized to date a result of your collaborative plan.

Priority: Physical Activity and Nutrition as it relates to disease prevention

Since the development of Arnot Health’s 2009 three-year strategic plan to address public health priorities, approximately 10,500 community members have been served through over 500 community programs and prevention activities. Some of Arnot Ogden Medical Center’s prevention activities include over 2,000 influenza immunizations, 4,200 blood pressures, 3,174 blood glucoses, 1,911 body fat analyses and 1,880 diabetes risk assessments (Figure 1 and Figure 2).

Figure 1

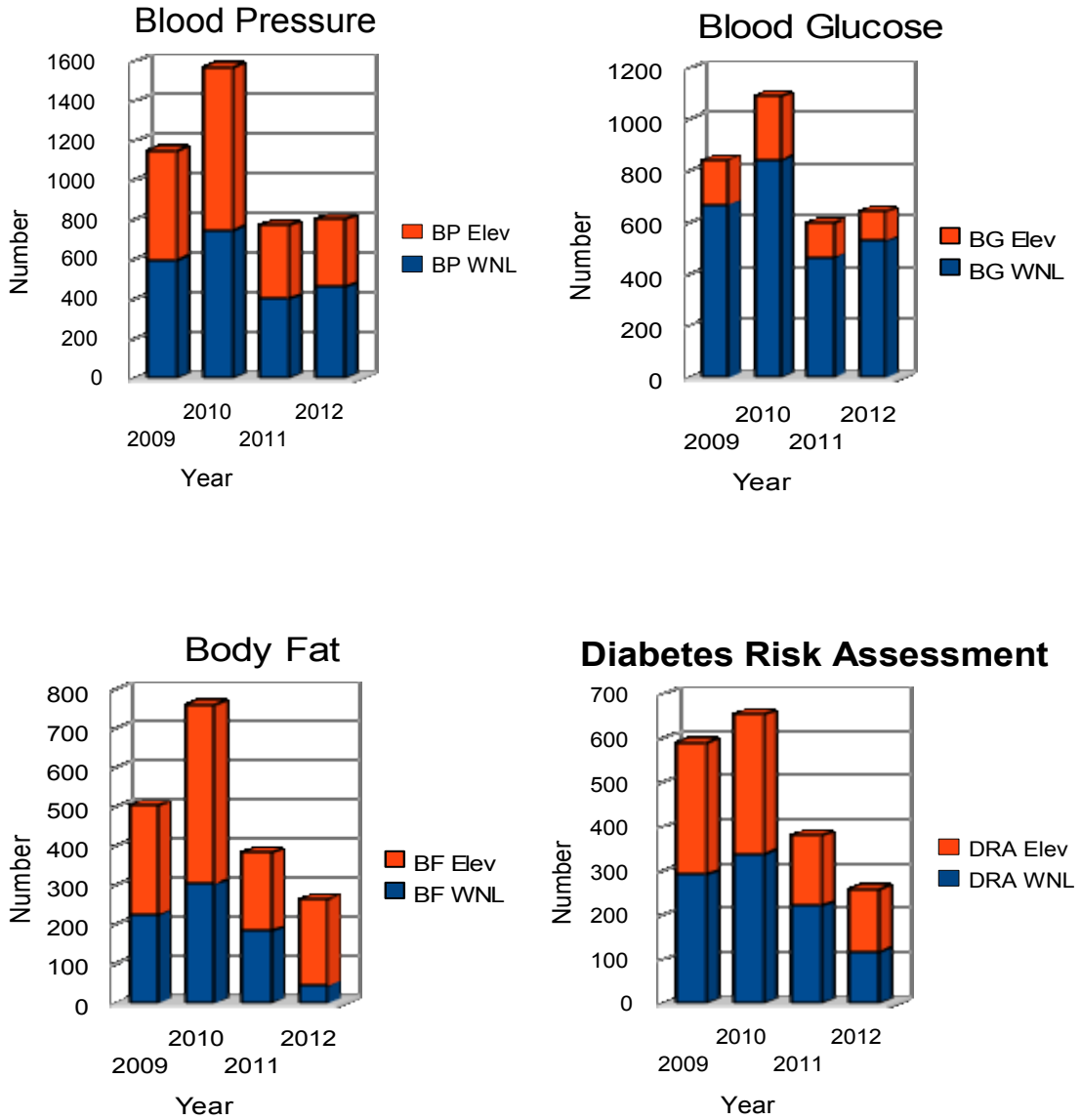
Preventative Health Screenings



*2012 data is January-June

Figure 2

Health Risk Indicators



Elev-Health Parameter Elevation
WNL-Within Normal Limits

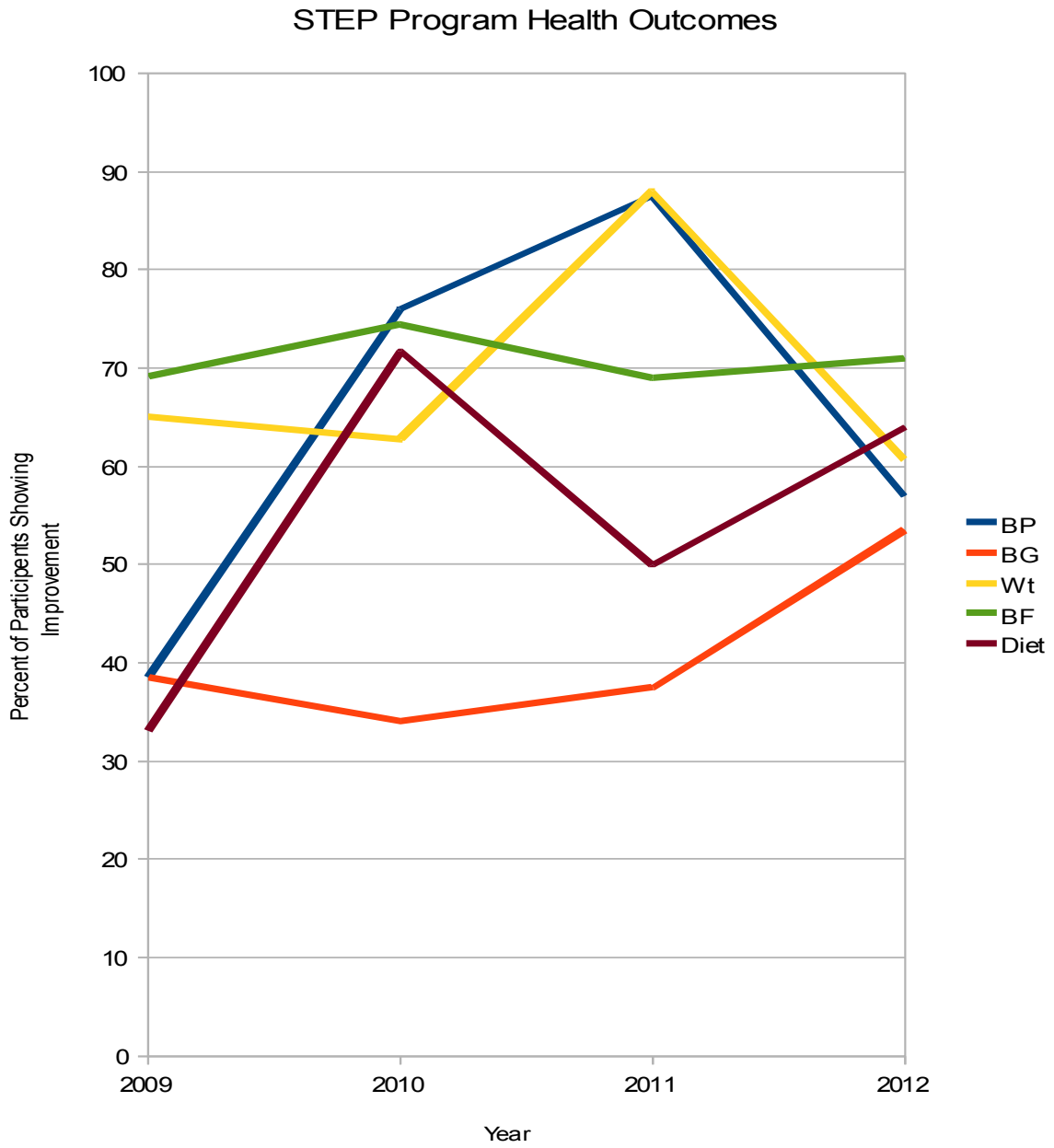
*2012 data is January through June

St. Joseph's Hospital encounters an additional 2,000 community members annually through preventative health programs and screenings. Ira Davenport Memorial Hospital's outreach efforts were minimal prior to 2010, due to the hospital's limited resources. Since the merging of Ira Davenport Memorial Hospital with Arnot Ogden Medical Center and St. Joseph's Hospital, community outreach in Steuben County has significantly increased. Arnot Health collaborates with Steuben County Public Health and the S2AY Rural Health Network through Steuben County's Public Health Priority Team; a network of public health professionals from regional hospitals and healthcare agencies that work together to identify public health needs in Steuben County. As a result of consolidating services through the merging of hospitals and the formation of a new healthcare system, Arnot Health's community health department experienced budget and staff reductions. The budget and staff reductions led to a decrease in community reach, and the number of programs and preventative health screenings offered after 2010.

Data from Arnot Health's health screening events indicates that the increased number of persons who are found to be overweight or obese through body fat assessments, corresponds directly to the number of persons found with elevated blood pressures and diabetes risk indicators. Over a three-year period, 48.5% of persons screened for blood pressure were at risk for developing heart disease or stroke; 20.8% of persons screened for blood glucose were at risk for developing diabetes and pre-diabetes; 60.4% of persons screened for body fat were overweight or obese; and 48.6% of persons screened for diabetes risk indicators were determined to be at risk for developing diabetes. According to the 2008-2009 New York State Expanded Behavioral Risk Factor Surveillance System (BRFSS), these findings exceed the New York State averages for obesity and hypertension, and are slightly lower than the 2012 NYS Prevention Agenda Progress report for pre-diabetes. The percentages of persons experiencing more than one elevated health parameter were not tracked, with the exception of participants in the 6-week Step it Up community walking program.

Arnot Health plans and implements Step it Up programs twice per year in collaboration with the Chemung County Health Department, the Chemung Valley Rural Health Network, Cornell Cooperative Extension, faith-based organizations and community partners. Arnot Health has ongoing collaborations with health care agencies in Chemung and neighboring counties to assess the community's need for physical activity and nutrition to reduce the incidence of obesity and chronic disease. Step it Up is a free 6-week community walking program that includes pre and post program health screenings to evaluate the community health impact and effectiveness of the program. Step it Up participants experienced significant health improvements as a result of the program. Over a four-year period, data indicates that program participants experienced a 64.5% reduction in blood pressure, 40.8% reduction in blood glucose, 70.8% reduction in body fat, and 69.5% reduction in weight or BMI. In addition, 54.3% of program participants reported making healthier food choices as a result of the program (Figure 3).

Figure 3



*2012 data is January-June

Creating Healthy Places to Live, Work and Play (CHP)

Arnot Health, as the lead agency for the NYSDOH Creating Healthy Places to Live, Work and Play grant award, continues to work with the Creating Healthy Places partnership to prevent obesity and diabetes by implementing sustainable environmental, policy and system changes that promote physical activity, and access to and consumption of fresh fruits and vegetables. The Creating Healthy Places partnership is a diverse collaborative network of over 30 community agencies across the public, private and non-profit sectors (Figure 4). Creating Healthy Places began year-three of the grant's five-year funding cycle on April 1, 2012. Since 2010, the CHP partnership has been working to rehabilitate Elmira parks and playgrounds, increase safe access to open public places for physical activity, build community gardens to increase access to fresh fruits and vegetables, and work with local restaurants to offer healthier options on their menus.

Parks and Playgrounds

Two parks and playgrounds have been renovated in underserved areas of Elmira. Observational data shows more children are playing on the new playground equipment in both parks. Data from the Food Bank of the Southern Tier shows an increase in families visiting the two renovated parks during their Picnics in the Park summer lunch program. The CHP partnership designed and distributed "Get Active In Elmira" maps, which highlights parks, playgrounds, trails, bike routes and other locations to be physically active. The CHP partnership plans to renovate one more Elmira park before March 31, 2013.

Safe Access to Parks and Playgrounds

The CHP partnership has been working to increase safety and access to renovated parks and playgrounds to promote physical activity. In addition to speed reduction signs placed near renovated parks, six high visibility crosswalks and three ADA compliant ramps were installed on streets leading into the parks. Through the CHP partnership, the City of Elmira has installed security cameras and lighting at the parks and playgrounds to reduce vandalism. The City of Elmira also plans to build a public restroom and a parking lot at McKinnon Park. The parking lot will increase safe access to the playground.

Community Gardens

The Elmira City School District partnered with the CHP collaborative to survey the district's schools for the number of free and reduced fee lunches served in Elmira City schools. Diven Elementary School serves 91% of the free and reduced fee lunches in the Elmira City School District. Diven Elementary School is located on Elmira's Eastside, and includes zip codes from a medically underserved area near St. Joseph's Hospital. The CHP partnership provided a "Mobile, Edible, Wall Unit" (MEWU) indoor community garden for Diven Elementary School students to grow and consume vegetables from the mobile garden. The MEWU yielded enough produce for each child to eat a salad, and donate 22 pounds of greens and starter plants to the Food Bank of the Southern Tier. The Elmira City School District Dialog Newsletter published an article about the use of the MEWU indoor garden in Diven Elementary School, and described the children's participation in planting and caring for the garden. The article can be found at the following link: <http://www.elmiracityschools.com/dialogues/DDApril2012.pdf>. The CHP partnership also provided funding for an outdoor community garden created by Chemung ARC at Quatrano Park, located within the medically underserved area of Elmira's Eastside. ARC consumers tend the garden and plan to add eight more raised

beds by next year. The CHP partnership applied for and was awarded a Pizza Hut “Raising Dough for Kids” community grant to place five “Pizza Gardens” at Head Start locations, and YWCA and YWCA sites. The Pizza Gardens will allow children to plant, grow and harvest vegetables that are used to prepare healthy pizzas. Head Start children will be making their own healthy pizzas with the vegetables grown in the pizza gardens. The grant also provided a Born Learning Trail to be placed in a park being renovated by the CHP partnership and the City of Elmira.

Restaurants

The CHP partnership continues to work with local restaurants to add healthier options to their menus, serve salad dressings on the side, and serve baked instead of fried foods. One CHP restaurant does not serve fried food of any kind, and another uses organic greens in their food preparation. Restaurant partners plan to use fresh vegetables and herbs from the community gardens in their food recipes. The CHP partnership has been able to provide four restaurants with salt substitutes and Healthy Eating Tips tabletop displays. Restaurateurs report an increase in patrons ordering healthier menu options.

Figure 4

Creating Healthy Places to Live Work and Play Partnership

AARP Elmira Chapter 276
ARC of Chemung County
Arnot Health at Arnot Ogden Medical Center
Arnot Health at St. Joseph's Hospital
Association for Vision Rehabilitation and Employment
Cameron Manufacturing and Design, Inc.
Capabilities, Inc.
Chemung County Family Fitness Center and Senior Center
Chemung County Health Department
Chemung County Office for Aging and Long Term Care
Chemung County School Readiness Project
Chemung Valley Rural Health Network
City of Elmira Department of Community Development
City of Elmira Departments of Public Works and Buildings and Grounds
Classic Café
Community Members
Cornell Cooperative Extension of Chemung County
Economic Opportunity Program
Elmira-Chemung Transportation Council
Elmira City School District
Food Bank of the Southern Tier
Greater Elmira Tennis Association
Head Start
Hill Top Inn
Near Westside Neighborhood Association
River Friends-Friends of the Chemung River Watershed
Southern Tier Bicycle League
Southern Tier Pediatrics
Southern Tier Tobacco Awareness Community Partnership
Starlite Room
Tanglewood Nature Center and Museum
Turtle Leaf Cafe
United Way of the Southern Tier

Priority: Tobacco Use as it relates to Chronic Disease

Arnot Health continues to support new and existing tobacco cessation initiatives to reduce the prevalence of tobacco use through Arnot Health's Tobacco Cessation Center, community outreach activities and collaborations with Southern Tier Tobacco Awareness Community Partnership (STTAC). Collaborations through STTAC have led to Point of Sale initiatives and Tobacco Free Outdoors policy changes.

POINT OF SALE

Each year, 31.6 million packs of cigarettes are purchased or smoked in New York, and 22,500 youths become new smokers. Research suggests that there is one licensed tobacco retailer for every 194 children in New York State; and retailers provide an average of 32 square feet behind checkout counters for tobacco displays. Research also suggests that retailers near schools display more tobacco products and signs than other retailers. Since Arnot Health's 2011 update to the Community Service Plan, STTAC collaborated with 500 community organizations and agencies to educate the community and elected officials about the impact of tobacco marketing on youth. In recognition of World No Tobacco Day (WNTD), STTAC partnered with the 6th & 7th grade students at Bath Middle School in Steuben County. The students discussed how they felt about seeing tobacco products and displays in retail stores. The students felt that dangerous tobacco marketing, ads and displays should be removed from stores where children shop. Selected students were able to work with local radio station WNTD to produce and run an ad expressing their opinions on tobacco displays in retail stores.

Tobacco Free Outdoors

STTAC made significant strides with tobacco-free outdoor area policies. Eight tobacco free outdoor area policies were successfully implemented in five different municipalities throughout Chemung, Steuben and Schuyler Counties. Approximately 45,219 community members will be affected by these tobacco free outdoor area policies. STTAC assisted three major employers with the adoption and implementation of a tobacco-free outdoor policy. The employers included a manufacturing business, an educational setting, and a human service organization. Collaborations with Elmira City Council led to the passing of an Elmira City Council ordinance to make all city parks and playgrounds smoke-free.

Priority: Mental Health and Substance Abuse as it relates to Suicide Mortality Rate

According to the New York State Department of Health, Chemung and Steuben Counties' suicide mortality rates continue to be above the New York state average.

<http://www.health.ny.gov/statistics/chac/mortality/suicid7.htm>

<http://www.health.ny.gov/statistics/chac/mortality/suicid46.htm>

In 2011, St. Joseph's Hospital admitted 858 persons to the Behavioral Science Unit (BSU) with suicidal thoughts. Another 201 persons with suicidal thoughts were seen in the Emergency Department and admitted to the hospital for detoxification, treatment of comorbid conditions, or referred to outpatient support services. Of St. Joseph's admissions to BSU last year, a 78% reported suicidal thoughts, another 36% reported substance abuse issues. Chemung County Crisis Services reported 665 Face-to-Face Crisis Contacts, of which 204 were reported to have suicidal thoughts. Of Chemung County Crisis Services' 1356 telephone calls, 537 callers were referred to Arnot Health hospital emergency rooms. St. Joseph's Hospital continues to work with the Chemung

County Health Department and mental health coalitions to identify gaps in mental health support services, improve patient care for those with dual diagnosis of mental health conditions and medical conditions, and impact suicide mortality rate related to mental health and substance abuse through suicide prevention trainings for staff and the community. The frequency of the suicide prevention trainings has been affected by the New York State Mental Health Association (MHANYS) denial of a grant application to expand suicide prevention trainings for Arnot Health's physicians and staff. Last year, Arnot Health's Education Department surveyed hospital nurses to assess their ability to identify patients at risk for suicide, and determine their knowledge of suicide prevention techniques. The surveys indicated that hospital nurses could benefit from additional suicide prevention education and trainings. Plans are under development to offer SafeTalk trainings for Arnot Health's nursing staff.

Substance Abuse

In April 2012, St. Joseph's Hospital's Southern Tier Addiction Rehabilitation Services (STARS) Outpatient Program was assumed by Trinity Substance Abuse Program. The goal of this significant change was to consolidate services, minimize duplication of services and strengthen program services overall. The reorganization of addiction and rehabilitation services has led to a reduction in hospital staff dually trained in caring for inpatient and outpatient substance abuse patients. St. Joseph's Hospital continues to work on cross-county coalitions to address the comorbidity of substance abuse and mental health conditions, substance abuse issues related to access to support services, and school based treatment for substance abuse.

Priority: Access to Care

Arnot Health continues to improve access to quality healthcare through shared resources and the delivery of integrated services to meet the needs of the community. Physician recruitment to outlying areas of Bradford and Potter Counties and in Steuben County is providing access to specialty services such as orthopedics, neurology, general surgery, obstetrics/gynecology, cardiology, radiology, gastroenterology and pulmonology. In response to an increasing need for emergency services in Steuben County, Arnot Health began renovating the Emergency Department at Ira Davenport Memorial Hospital in May 2012. Improvements to the facility include expansion of the square footage of the Emergency Department by 66%; doubling the number of treatment areas from three to six; creating the Emergency Department's first dedicated pediatric treatment area; upgrading medical equipment and information technology to improve patient outcomes and experiences; and constructing a new ambulance entrance and a grade-level, barrier-free entrance for patients, families, and staff. The renovation of Ira Davenport Memorial Hospital's Emergency Department will provide an enhanced ability to care for life-threatening emergencies, as well as accommodate the increasing numbers of persons visiting the Emergency Department for non-emergent outpatient and ambulatory care. The expansion of Ira Davenport Memorial Hospital's Emergency Department will serve patients needs more efficiently and accommodate future growth in patient volume.

Patient-Centered Medicaid Managed Care

Arnot Health is planning to establish a new primary care practice on the campus of St. Joseph's Hospital to focus on Medicaid Managed Care. St. Joseph's Hospital is located in a medically underserved area census tract adjacent to low-income housing, and is

accessible to underserved populations by foot and public transportation. The new practice would provide intense case management based on the Patient-Centered Medical Home model and focus on preventative care and outpatient services. St. Joseph's Hospital will also be home base for medical students from Lake Erie College of Osteopathic Family Medicine. The Medicaid Managed Care primary care practice will be staffed by physicians from Arnot Medical Services. 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. Arnot Health Medical Services participates in Fidelis and Excellus/Monroe plans for Medicaid eligible residents.

Troy Medical Office Building:

Arnot Health opened a new medical office building in the fall of 2011 to respond to a need for expanded services. The new medical office is located in Troy, Pennsylvania (Bradford County). The Troy Medical Office Building provides primary and specialty healthcare services for the Northern Tier of Pennsylvania including cardiology, obstetrics/gynecology, orthopedics, neurology and ear/nose/throat. Expanded weekend and evening hours provide an alternative to hospital emergency room care.

Transportation

Transportation to and from medical services is also a barrier to accessing acute and chronic care within Arnot Health's service area. Arnot Health is collaborating with the Elmira-Chemung Transportation Council's Mobility Manager to work towards a solution to transportation barriers. Arnot Health provides transportation services and taxi vouchers for those who meet eligibility requirements.

Dare to Care

Cardiovascular disease continues to be one of the five leading causes of death in the United States (2010 Annual Status Report-National Prevention, Health Promotion and Public Health Council). In Chemung County, the incidence of cardiovascular disease is higher than the New York State average. Arnot Ogden Medical Center's Heart and Vascular Institute's Dare to Care Program offers free educational seminars and vascular screenings for early detection of cardiovascular disease. Arnot Health's Community Outreach offers free preventative health screenings to assess risk factors for developing cardiovascular disease and other chronic conditions (Figure 1 and Figure 2).

Health On Demand

Health on Demand Medical Call Center is the area's only Medical Call Center providing free access to health information and physician referral for those in need of primary and preventative care. In 2011, Health on Demand processed 453,343 calls from the community. A few of the services Health on Demand offers that increase access to care are:

- Provides health information.
- Provides education and follow up for health screening participants.
- Works in collaboration with other health and service organizations to

provide access to ancillary support services such as home healthcare, medication and prescription assistance, medical social work, safety and security concerns, nutritional and meal assistance.

- Assists callers with referrals to primary care providers.
- Maintains an up to date listing of primary care providers, including contact information and geographical location of offices.
- Assists callers in making initial primary care appointments.
- Makes reminder calls of upcoming appointments.
- Provides disease management education and support for outpatient Congestive Heart Failure, Chronic Obstructive Pulmonary Disease and Diabetes disease management programs.
- Facilitates language assistance for persons who lack fluency in English or who are sensory impaired.
- Integrates services to enhance the quality of care throughout the care continuum.

Priority: Chronic Disease

Arnot Health was featured in a special advertisement in the “America’s Best Hospitals” issue of US News & World Report (August 28th issue), to commemorate their receipt of the Get With The Guidelines Gold Plus Performance Achievement Award. Hospitals receiving this award have reached an aggressive goal of treating heart failure or stroke patients with high compliance to levels of care as outlined by the American Heart Association/American Stroke Association for 12 consecutive months.

Arnot Health maintains cross-county collaborations and coalition work to address the prevention and management of chronic disease. Arnot Health includes chronic disease management education at community outreach events and follow up health counseling through Arnot Health’s Health on Demand. Arnot Health also includes tertiary prevention strategies such as outpatient congestive heart failure, diabetes and chronic obstructive pulmonary disease management programs. In addition to outpatient disease management programs, Arnot Health partners with the Chemung and Steuben County Public Health Departments, Rural Health Networks, Arnot Health’s Diabetes Center and Cornell Cooperative Extension to plan and implement Annual Diabetes Fairs in Chemung and Steuben Counties. Since the implementation of the 2009-2012 Prevention Agenda’s three-year Plan of Action, Arnot Health has conducted 1,881 diabetes risk assessment screenings at community events and Diabetes Fairs. Diabetes risk indicators were elevated in 48.6% of the persons screened. One-on-one diabetes prevention counseling was offered to all blood glucose and diabetes risk screening participants. Arnot Health has assessed 4,286 blood pressures over a three-year period, in an effort to identify persons at risk for developing stroke or heart disease. Almost one half of the blood pressures taken over the three-year period were elevated (48.5%). The incidence of hypertension, stroke, heart disease and diabetes in Chemung and Steuben Counties remains above the NYS average. Obesity, tobacco use, poverty, low educational attainment and the lack of primary care providers in Chemung and Steuben County contribute to the counties’ high incidence of chronic disease. Arnot Health plans to reduce the incidence of chronic disease by encouraging tobacco cessation, and working

with community partners to develop environmental, policy and systems changes to promote healthy lifestyles.

In 2011, Arnot Health collaborated with local pediatricians, registered dietitians, certified diabetes educators and parents of children with diabetes to offer a workshop for school nurses caring for children with diabetes within the school setting. The primary objective of the workshop was to increase the knowledge and confidence of school nurses through hands-on activities with insulin pumps and glucagon administration. The Diabetes Update for School Nurses was attended by 50 school nurses from multiple counties throughout the region. School nurses networked with parents of children with diabetes to discuss strategies for optimal transition of care from the home to the school setting.

Arnot Health supports the Chemung Valley Rural Health Network and Steuben County's Institute of Health and Human Services in the implementation of Stanford University's Chronic Disease Self-Management Program (CDSMP). Evidence suggests that persons who participate in the CDSMP six-week sessions demonstrate increased ability to manage their disease and spend fewer days in the hospital.

(<http://patienteducation.stanford.edu/programs/cdsmp.html>)

Cardiac and Pulmonary Rehabilitation

Arnot Health's Cardiac and Pulmonary Rehabilitation Programs are individually designed patient-centered programs comprised of medically supervised exercises, activities and educational programs with the primary goal of restoring patients to the highest level of independent function. Participants in the Cardiac and Pulmonary Rehabilitation Programs receive disease management education and tobacco cessation counseling.

Cancer Prevention

Arnot Health takes a leadership role in Chemung and Schuyler Counties' Cancer Services Partnership, which offers free breast, colon and colorectal cancer screenings for the un and underinsured. The Cancer Services Program also assists uninsured persons who are diagnosed with cancer apply for the Medicaid Center Treatment Program that offers insurance coverage during treatment for those who are eligible. In 2011, the Cancer Services Partnership assisted persons in receiving the following services:

- 338 Complete breast exams
- 364 Mammograms
- 192 Pap tests and pelvic exams
- 193 Cervical specimens, liquid based cytology
- 79 Fecal occult blood tests

16. Since your CSP in 2011, have you conducted any new surveys (provide a link if posted online.

Community Health Need Assessment Surveys

Arnot Health is working with Steuben County's S2AY Rural Health Network and the Steuben County Public Health Priority Team to survey the community through a Community Health Needs Assessment, in order to identify Steuben County public health

needs and gaps in services. Data analysis from Community Health Needs Assessment is expected to be completed by October 2012. Arnot Health is currently conducting a Comprehensive Community Health Needs Assessment in Chemung County to identify minority health disparities and reassess public health priorities. The Comprehensive Community Health Needs Assessment is a collaborative effort among the local health department, the Chemung and Steuben County Rural Health Networks, other hospitals and healthcare agencies, the YWCA, the Economic Opportunity Program and the NAACP. The survey can be found at the following link:
<https://www.surveymonkey.com/s/chemungcha2012>

Nurse Survey

Arnot Health's Education Department surveyed hospital nurses to assess their ability to identify patients at risk for suicide, and determine their knowledge of suicide prevention techniques. The surveys indicated that hospital nurses could benefit from suicide prevention education and trainings. Plans are under development to offer SafeTalk trainings for Arnot Health's nursing staff.

Free and Reduced Fee Lunch Survey

The Elmira City School District partnered with the CHP collaborative to survey the district's schools for the number of free and reduced fee lunches served in Elmira City schools. Diven Elementary School serves 91% of the free and reduced fee lunches in the Elmira City School District. Diven Elementary School is located on Elmira's Eastside, and includes zip codes from a medically underserved area near St. Joseph's Hospital.

Creating Healthy Places Accessibility Assessments

Key members from the Creating Healthy Places Partnership surveyed parks, playgrounds and roadways for safety and accessibility. Partners included Association for Vision Rehabilitation and Employment, AARP Elmira Chapter 276, and community members with disabilities.

16. Please list other non-prevention agenda items on which your hospital is working.

As a healthcare system, Arnot health continues to collaborate with other hospitals and healthcare agencies to address non-prevention agenda priorities through a wealth of community programs and support groups in each of its three hospitals. Some of non-prevention agenda priorities addressed through outreach activities and coalition work include:

- Unintentional Injury Prevention
- Twitch and Twiggle Poison Control
- Community Preparedness through 10,000 Links Program

Currently, Arnot Health is in the process of conducting a Comprehensive Community Health Needs Assessment survey to identify minority health disparities and reassess public health priorities. The Comprehensive Community Health Needs Assessment is a collaborative effort among the local health department, the Chemung and Steuben County Rural Health Networks, other hospitals and healthcare agencies, Economic Opportunity Program, YWCA, faith based organizations and the NAACP.

19. Describes hospital’s successes and challenges regarding provision of financial aid, in accordance with Public Health Law 2807(k)(9-a), and any vision for improvement this year. Also, include overview of accomplishments, process improvements or best practice related to the hospital’s financial aid program. (Actual policy and financial data not required)

Arnot Health is guided by the healthcare system’s Mission Statement, Vision Statement and Organizational Values to render medical care to all persons in need regardless of their ability to pay. Arnot Health remains committed to providing high quality care and a consistent level of service in all of its three hospitals for anyone who demonstrates a need. Arnot Health offers a financial aid program to assist uninsured and underinsured residents throughout the Twin Tiers region of New York and Pennsylvania. The Financial Assistance policy identifies circumstances under which Arnot Health will extend financial assistance to patients where it impractical or impossible for them to pay for medically necessary services. Patients that have received such care and are not able to pay may apply for Marianne Arnot-Ogden Community Care Program (MAOCCP). The Marianne Arnot-Ogden Community Care Program is comprised of two primary components. The “Financial Assistance” component offers financial assistance to qualified individuals related to their financial obligations to the Arnot Health for urgent or emergent medically necessary services. The “Community Support” component recognizes the value of programs and services offered to the community that are underserved, in need, at risk or voluntarily support our community.

Effective September 1, 2011, a merger transaction between the Arnot Ogden Medical Center and Affiliates, St. Joseph’s Health System, Inc. and Subsidiaries was consummated. Mergers present numerous opportunities as well as challenges. The primary goal of providing quality healthcare to the communities served is primary, yet assuring the delivery of care is efficient and cost effective is also of primary importance.

Achieving these goals has required extensive analysis as to the best methods and locations for the delivery of services. As the new Arnot Health Inc. organization strives to standardize its policies and procedures, the review of the hospitals’ financial aid programs was performed in 2012. This analysis has led to the incorporation of elements from each organization’s programs. The most significant of which was the expansion of the financial aid program to include the consideration of insured individuals with patient responsibility (deductibles & co-payments) in excess of their financial abilities while still maintaining compliance with all state and federal regulations and guidance.

Arnot Health continually works to increase awareness of and referrals to the Community Care program in order to enhance access to care for residents that may choose to forgo care due to concerns regarding their ability to pay for necessary services. Completion of the application as well as provision of necessary documentation by patients also remains a challenge. Patient and staff education is seen as being the key to overcoming these obstacles.

In addition to hospital signage and printed materials, the description of the Marianne Arnot-Ogden Community Care Program and Arnot Health’s financial assistance program is publicized on Arnot Health’s website at the following links:

<http://www.arnohealth.org/patient-bills>
<http://www.arnohealth.org/financial-assistance>

20. Is hospital's CSP on Website?

Yes

21. What is the URL for CSP on Website: The Community Service Plan for all three of Arnot Health's hospitals is found in one system-wide report at:

<http://www.arnohealth.org/aboutus>

22. What are some other ways CSP's are disseminated to the public?

In addition to Arnot Health's website, the healthcare system uses a variety of methods to disseminate the Community Service Plan, information about community health programs and the availability of financial assistance to the public. Some of these methods include:

Presentations: Arnot Health's Community Health Department provides education about the healthcare systems' Community Service Plan and community outreach strategies to address public health priorities through presentations at community events, regional and state conferences, to Arnot Health's department managers and the healthcare system's joint Board of Directors.

Local Media Outlets: Arnot Health works with a variety of local media outlets to disseminate information about community outreach programs and services, and disseminate information about community outreach programs and services, and continually assess the effectiveness of each of those outlets. Historically, regional newspapers have proven an effective way to provide timely information to the public, based on consumer feedback at programs and events. Other methods include television, radio, phone banking, direct mail and other community publications.

Health on Demand Call Center: The public may call the Health on Demand Call Center to receive a copy of the Community Service Reports and all updates

Insight Newsletter: Information about accessing Arnot Health's Community Service Plan and request for community input will be published annually in Insight, a monthly publication for employees, retirees and volunteers of the Arnot Health System. Recent Insight Newsletters featured articles that illustrate the healthcare system's mission to provide quality preventative healthcare through community outreach and ongoing assessment of public health needs (Figure 5 and Figure 6).

Targeted Mailings: Arnot Ogden Medical Center used targeted mailings to disseminate the Community Service Plan in past years. Moving forward, Arnot Health will identify ways to effectively communicate with residents in the service area to solicit input and provide an update to the plan of action.

23. Are there any additional comments you'd like to make to your CSP?

Arnot Health's Community Service Plan updates the Community Service Plans for Arnot Ogden Medical Center and St. Joseph's Hospital in Elmira, and Ira Davenport Memorial Hospital in Bath, NY. These three hospitals are now a merged, non-profit, regional healthcare system known as Arnot Health.

Arnot Health will utilize data from the 2012 Chemung and Steuben Counties' Community Health Needs Assessment surveys to identify public health priorities and areas of health disparity. Arnot Health will develop a system-wide plan to implement and evaluate evidence-based strategies to meet community's healthcare needs and improve health outcomes.

As Arnot Health's hospitals move forward as a healthcare system, collaborations will continue and expand throughout Arnot Health's service area in Chemung, Steuben Schuyler Counties in NY, and Bradford and Tioga Counties in PA. Collaborative networks of hospitals, healthcare agencies and diverse community partnerships have been proven to be the most effective method for reaching the broader community, preventing the duplication of services, meeting the community needs for quality healthcare across the care continuum and improving health outcomes.

Figure 1

2009-2012 Community Outreach Program and Events

Figure 2

2009-2012 Health Risk Indicators

Figure 3

Step it Up Health Improvements

Figure 4

Creating Healthy Places Partnership

Figure 5

Insight Newsletter, Creating Healthy Places

Figure 6

Insight Newsletter, Conversation with Mr. Anthony Cooper, Arnot Health CEO



Graduation pg4»



New pg5»



Scholarships pg7»



Agan pg7»



Happy 100th pg8»



Leaders pg9»



MRI pg10»

Healthy Places Grant Makes Progress

Area residents, political leaders, government officials, neighbors and healthcare and human services professionals — and a respectable contingent of children — gathered June 27th for a ribbon-cutting at Elmira’s McKinnon Park. The event was held to signify the grand re-opening of the park, which had seen better days before the “Creating Healthy Places” grant team set its sights on it and worked with a host of area collaborators to refurbish it for use by neighborhood children.

“With McKinnon Park, we are focused on two things: improving the park and increasing access to it,” explained Rosemary Anthony, Arnot Health Community Outreach Coordinator. “We worked with the City of Elmira to install traffic-calming signs near the park and make the crosswalks more usable for children and people with disabilities.”

The “Creating Healthy Places” grant was awarded to the 30-member collaborative, with Arnot Health as lead agency, in the Spring of 2011. The work being funded is a community-wide initiative that will improve parks, increase access to public spaces, establish community gardens and develop a model with local



St. Joseph’s Hospital Wellness Coordinator Nykole Parks (left), Arnot Health Community Outreach Coordinator Rosemary Anthony (third from left), and Grant Facilitator Connie Scudder (right) welcome the crowd at the June ribbon-cutting.

restaurants to maximize healthy options for diners. Projects have been designed to combat growing local levels of obesity and related diabetes.

YOUR NEW EMPLOYEE NEWSLETTER

INSIGHT is your new employee newsletter. And it doesn’t just *look* different. Starting this month, it is different through and through.

We changed the look to make it easier to read, and we’ve added more pages to bring more Arnot Health system news - or “insight” - to you every month. If you have a system announcement or a story idea for INSIGHT, contact Public Affairs Manager Dustin Hewit at 607-735-5357 or dhewit@aomc.org.

INSIGHT is published at the end of each month.

LEADERSHIP TEAM ANNOUNCED

Arnot Health announced its new system leadership team in July. It is comprised of administrators from each of the system’s three facilities.

For a complete story and photographs of the team, see story on page 9.

A Conversation with Tony Cooper

Each month, INSIGHT sits down with Tony and asks him about the issues affecting the Arnot Health system. This month, our discussion focused on community outreach.

This month's issue is full of stories about Arnot Health in the community. Why is it important for us to maintain this presence?

Simply put, it's what we exist to do. Our message, when we're talking to school groups, parents, neighborhood associations, or anyone at all, is about prevention and taking care of oneself. We want our neighbors in the communities we serve to live healthy lives, and we want them to be educated about how to do that.

How do we achieve that?

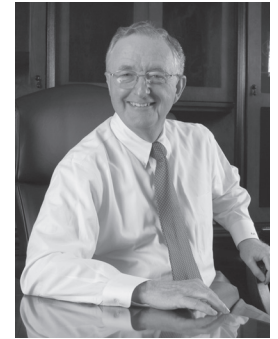
We do it in a lot of ways. One is through our community outreach programming. We have staff from departments throughout the organization who spend time putting together presentations for groups about their particular area of expertise. We have a presence at health fairs and other events designed to raise awareness around health issues. We also try to involve ourselves in events that promote healthy lifestyles for our residents, like the Wineglass Marathon, which is scheduled for September, and which our Human Motion Institute is sponsoring.

Our community outreach team, managed by Rosemary Anthony and coordinated by Nykole Parks and Pat Smith, does a great job living out this aspect of our mission in their daily work.

What kind of impact do these actions have on the community?

Well, this has been difficult to measure for a number of reasons. First among them is that there are a lot of factors that contribute to an unhealthy lifestyle. Can we stop people from eating certain things, or force them to exercise? Certainly not. But we know that lots of people don't live well because they don't know how.

Chemung County, which is a key service area for our system, ranks very poorly right now in the state when it comes to a handful of top health measures. We are the second most obese county in the state, and we rank third in diabetes – which can develop in people who are overweight or who struggle with good nutrition. But we are working with the state health department to measure the impact we're having in new ways. We already know that one-on-one interventions are most effective if we can create an environment that makes it easy for people to make healthy choices. We'll be looking carefully to see the needle shift on those measures as a result of the education we're providing. If it doesn't, then we'll know that our approaches aren't working – OR that more or different approaches are needed to augment what we're already doing.



Anthony J. Cooper
CEO of Arnot Health

QUESTIONS ABOUT ARNOT HEALTH COMMUNITY OUTREACH?

Contact Rosemary Anthony, Community Health Services Manager, at ranthony@aomc.org.