

**Alice Hyde Medical Center**

***One Year Community Service Plan Update  
(2009 -2010)***

***Submitted September 15, 2010***

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# Introduction

Alice Hyde Medical Center, (AHMC) located in Malone, New York, is comprised of a 76-bed acute care facility and the Alice Hyde Nursing Home, a 75-bed long-term care facility, as well as specialty care services including four family health centers, a cancer center, a dental center, a family maternity center, an orthopedic and rehabilitation center, a cardiac rehabilitation center, and a hemodialysis unit. The Medical Center is an affiliate and health partner of Fletcher Allen Health Care, a premier academic tertiary care center in Burlington, Vermont.

Since opening its doors in 1913, Alice Hyde Medical Center has been providing high-quality, low-cost health care to the more than 55,000 residents in our service area. Throughout the past century, Alice Hyde Medical Center's focus has been on keeping the community healthy through primary and emergency care, disease prevention, and education. We pride ourselves on being the leader in improving the health and wellness of the residents in the region we serve.

## I. Mission Statement

### Our Mission

The mission of Alice Hyde Medical Center is “to provide quality health care with dignity and compassion to those we serve.” Each year, as part of the Community Service Plan review, the AHMC Board of Directors affirms this mission as they have in past years. During the past year, there were no changes made to the AHMC mission.

### Our Vision

We will be the trusted and respected health care provider of choice, exceeding expectations through qualified staff, advanced technology, and state-of-the-art facilities.

### Our Values

**Respectful**—Treat those we serve, and who serve with us, as they would like to be treated

**Efficient**—Perform tasks promptly, accurately, and competently

**Accountable**—Accept responsibility for our actions

**Caring**—Treat everyone with dignity and compassion

**Honest**—Conduct ourselves in a truthful and professional manner

## II. Hospital Service Area

Alice Hyde Medical Center primarily serves towns, villages, and the Native American Reservation in Franklin County.

The Medical Center's primary service area covers the following towns (by zip code).

Malone	12953
North Bangor	12966
Chateaugay	12920
Constable	12926
Brushton	12916
Moira	12957
Burke	12917
Fort Covington	12937
Hogansburg	13655
Saint Regis Falls	12980
Bombay	12914
Owls Head	12969
Dickinson Center	12930

The secondary service areas served by AHMC include:

Churubusco	12923
Ellenburg Center	12934
North Lawrence	12967
Lyon Mountain	12955
Nicholville	12965

In addition, AHMC provides services to the inmate population from the Franklin County Jail and the Clinton, Franklin, Upstate, Barehill, Chateaugay, Altona, and Adirondack Correctional Facilities.

There were no changes to our primary service area since our 2009 submission of the Community Service Plan.

## III. Community Health Participants and Hospital Role Participation in Process

### Community Partners and Coalitions

- North Country Health Care Providers (NCHP)
- St. Regis Mohawk Health Services
- Adirondack Medical Home Pilot
- Adirondack Tobacco Free Network
- Eastern Adirondack Health Care Network
- North Country Healthy Heart Network/Eat Well Play Hard

- Cancer Services Program
- MAPP Committee of Clinton, Essex, and Franklin Counties (Mobilizing for Action through Planning and Partnerships)
- Malone Central School District
- Brushton-Moira School District
- Malone Telegram
- 7-County Diabetes Network (funding ended mid 2009)
- Wholistic Care Center
- Office of the Aging
- Adult Centers
- Franklin County Social Services
- Franklin County Public Health
- Domestic Violence/Comlinks
- YMCA
- Upper Hudson Primary Care Consortium
- Employees
- Board of Directors
- Volunteers
- Auxilians
- Physicians
- Long Term Care Council
- Breastfeeding Council of Malone
- Boards of Cooperative Educational Services
- North Country Community College
- SUNY Plattsburgh
- SUNY Canton
- Hospice of the North Country

Alice Hyde Medical Center has a legacy of caring for the communities we serve, with its foundation being to promote and support the well-being of those communities and to work in concert with our neighbors. This entails identifying the health needs of the communities by examining the data and information that pinpoints where services are needed, and by *listening* to the individuals we serve.

AHMC continues to work with our partners from the MAPPING (Mobilizing for Action through Planning and Partnerships) Our Way to a Healthier Community planning process within Clinton, Essex, and Franklin counties. This Partnership involved nearly 35 local organizations, including AHMC, other hospitals in the region, the public health directors of the three counties, local legislators, mental health providers, and many others.

Alice Hyde has been working with the Franklin County Department of Health to implement initiatives, as described throughout this Community Service Plan Update, related to expanding access to health care and improving our communities' physical activity and nutrition. In August 2010, we invited the Franklin County Manager and the Public Health Department's interim director to re-establish and strengthen our partnership, as well as to form a core council that will accelerate and coordinate our community-wide activities in these two priority areas—other agencies and organizations will be engaged as we move this initiative forward.

At AHMC, we believe that the core of community service and strategic planning is formed through continued dialogue with our communities—not just one discussion about or around a document. Assessing and meeting the health care needs of our community—as well as seeking their input—is an ongoing process. It involves every individual in our Medical Center family—Board of Directors, employees, volunteers, auxiliaries, physicians, emergency services, and legislators—and we reach out and ask community members themselves.

In addition, input is directly sought from employees via weekly meetings with Alice Hyde Medical Center’s President/CEO as well as through the “Mission Possible” program from which employee suggestions for improving care and enhancing the experience of patients and their families are implemented, as feasible.

In addition to the employee and community surveys, AHMC also gathers information from the community through:

- input from the numerous support groups sponsored by Alice Hyde Medical Center;
- participation with other community partners;
- surveys and evaluations following outreach and educational programs held in the communities served by Alice Hyde Medical Center;
- patient satisfaction data from Press Ganey, Hospital Consumer Assessment of Healthcare Providers and Systems (HCAPS), inpatient and outpatient surveys, information gathered by the Patient Advocate, customer complaints; and
- Alice Hyde’s participation in health fairs in Franklin, St. Lawrence, and Clinton counties as well as through the *In Touch with Health* programs.
- Alice Hyde Nursing Home Resident Council

## **IV. Identification of Public Health Priorities**

For nearly a century, Alice Hyde Medical Center has been “serving the community”—the initial mission of the Medical Center and now the cornerstone of AHMC. To serve the community’s health needs, the Medical Center offers a broad scope of programs and services, both at the main campus in Malone and through family health centers in the community.

AHMC continues to focus on the priorities identified in the 2009 comprehensive community health assessment that was completed by the Tri-County Mobilizing for Action through Planning and Partnership (MAPP) to improve the quality of life in Clinton, Essex, and Franklin County. After an extensive prioritization process, the MAPP Committee agreed to focus on two key prevention agenda priorities: 1) physical activity/nutrition (chronic disease) and 2) access to health care.

The following outlines the priorities and health improvement goals for these priorities.

### **Access to Health Care**

As noted in the MAPP planning document, hospitals within each county of the tri-county region are taking the lead to expand and improve access to health care.

The health improvement goals, measurements of success, and current status for each 3-year goal are highlighted below:

- Decreased utilization of the Emergency Department for non-life threatening emergencies. Currently 40% of ED visits are for non-urgent life threatening events that could be cared for in an urgent care or open access primary care center: During the past year the Medical Center's In-House Clinic was re-established as the Alice Hyde Health Center with expanded hours. Comparing January 1, 2009 through July 31, 2010 and January 1, 2010 through July 31, 2010, the number of Emergency Department visits increased by only 3% and Alice Hyde Health Center visits increased by 46%.
- By creating a more stable environment for those patients without an established primary care provider, we expect to see a reduction in the low severity inpatient admissions through improved preventive care measures. In 2010, the percentage of case mix increased.
- Improved quality outcomes for individuals with heart disease, diabetes, and lung disease.: The Diabetes Education Program evaluates Hemoglobin A1c measurements prior to and 6 months after participation in group and individual diabetes education programs. A1c measurements provide an indication diabetes control. In 2009/2010, an average of 75% of program participants saw improved A1c measurements after participating in diabetes education.

### **Physical Activity/Nutrition (Chronic Disease)**

As noted in the MAPP planning document, the county health departments are taking the lead to improve our communities' physical activity/nutrition (chronic disease). Section V. details our many activities related to improving physical activity and nutrition in our community.

Goals and measurements of effectiveness:

A change in staffing at the Franklin County Department Health has delayed our intention to develop goals and measures of effectiveness that will gauge the impact of our collective efforts on policies or practices, cognitive and/or behavior changes, as related to physical activity, nutrition, and chronic disease. As noted previously, AHMC is developing a new community health working group in Franklin County, which includes the county DOH and County Manager, to focus on goals and priorities in physical activity and nutrition as well as to review existing goals and plans for expanding access to health care.

Other programs, beyond the priority prevention initiatives, being conducted by AHMC focus on:

- Reducing tobacco use
- Improving the care for mothers and babies
- Offering education for mitigating unintentional injuries in our community
- Providing education and care management to those in our community who have chronic conditions

- Working with partners to ensure services are available for community members with mental health and substance abuse issues
- Domestic Violence Task Force

Details of our programs and services in these areas are provided in Section V.

## **V. Update to the Plan of Action**

Alice Hyde Medical Center is committed to keeping pace with our communities' needs and anticipating the needs of the future. Through the MAPP partnership and our collaborative efforts with other local organizations, AHMC plans to evolve our services, programs, and outreach to meet dynamic community health care needs.

As noted in the previous section, the two priority prevention agenda items for Franklin County and Alice Hyde Medical Center are access to health care and physical activity/nutrition (chronic disease). AHMC is meeting these priority community health needs as follows.

### **Access to Health Care**

A priority area, being led by AHMC, is expanding access to care. Alice Hyde Medical Center continues its current programs for physician recruitment, enhancing access to primary and dental care, including the recruitment of additional dentists, and helping to actively assist community members in seeking coverage (as highlighted below). During 2009 – 2010, AHMC implemented the following new programs to expand access to care:

- Increased facilitated enrollment to address the needs of the uninsured in our community. During 2009 -2010, AHMC redesigned our financial assistance programs and now has dedicated personnel for financial counseling and assistance. During the past year, our Patient Financial Advocate offered help and services to 476 patients and families at AHMC.
- Expanded and relocated the In-House Clinic to the Alice Hyde Health Center providing services 12-hours a day, 7-days a week.
- Expanded dental services as needed by the community.
- Continued to recruit physicians and expand services. In 2009 – 2010, AHMC welcomed four physicians in the following specialties: cardiology, dentistry, endocrinology, nephrology, and vascular surgery (expanded service)
- AHMC and our physicians are participating in the Adirondack Medical Pilot in an effort to improve access and reduce emergency room visits while improving patient care outcomes.

Given that this is the first year of a three year goal, there has been little measurement.

We conducted many of our access initiatives in partnership with the Franklin County Public Health, Eastern Adirondack Health Care Network, and Upper Hudson Primary Care Consortium.

In addition to these new initiatives, AHMC continued its ongoing efforts to expand access including:

- **Expanding primary and urgent care to meet local health care needs:**

The need for primary and urgent care continues to grow in the communities served by AHMC. To meet this need, AHMC offers primary care services at its health centers.

Through the Franklin County Cancer Screening Program, AHMC is helping to provide no or low cost mammograms and clinical breast exams.

To tackle the issues of the uninsured, AHMC has partnered with various organizations, including the Franklin County Department of Social Services, Public Health, and Excellus, to ensure accurate information and resources are available throughout the community, including a facilitated enrollment program for its uninsured patients. This program assists individuals in applying for state-sponsored health insurance including Medicaid, Child Health Plus, and Family Health Plus. The goals of this initiative are to provide a convenient location for patients and community members to access the program and to provide assistance in completing health insurance applications. These goals are met through a partnership between AHMC and Upper Hudson Primary Care Consortium.

Another key partnership for AHMC is the Eastern Adirondack Health Care Network, a coalition of health care agencies and organizations spanning the region of Essex, Clinton and Franklin Counties with a mission to improve the health status of our communities and the access and delivery of health care in the region through the collaboration of our members.

- **Strengthening the health care workforce:**

To build a stronger health care workforce, AHMC participates in the New Vision program in conjunction with Franklin, Essex, Hamilton BOCES. We also work with Thomas Jefferson University College of Health Care Professionals and Fletcher Allen Health Care for the recruitment of health care professionals and participate in several job fairs. Furthermore, we work with schools, guidance counselors, local community colleges, and State Universities (Clarkson University, SUNY Canton, Plattsburgh, and Potsdam). AHMC offers its employees tuition assistance and a student loan repayment program to encourage and support the development and enhancement of a well-educated, stable, and loyal workforce.

- **Working with other North Country providers on health improvement initiatives:** As a member of the North Country Health Care Provider (NCHP) organization, AHMC works with other hospitals in the region to improve health care access and community health status. NCHP funded AHMC's 2<sup>nd</sup> annual Wear Blue for Men's Health and Wellness Day for employees, to promote and support men's health. A variety of screenings were offered – diabetes, blood pressure, cholesterol, body mass index – along with educational resources and healthy refreshments.

- **Enhancing our partnership with Fletcher Allen Health Care (FAHC).**  
AHMC continues to maintain a partnership with Fletcher Allen Health Care to meet the goals of: 1) keeping care local with specialty outreach clinics and telemedicine clinical consultations at AHMC and by enhancing AHMC's ability to meet the increasing demand for care; 2) providing AHMC access to expertise in information systems, staff education programs, and management tools; and 3) assisting AHMC in the recruitment and retention of physicians and other patient care providers.

Another avenue for expanding access has been providing programs, services, and information for improving community health status through lifestyle changes. AHMC provides these services through an extensive community wellness program called *In Touch with Health*. This program includes initiatives designed to address health care needs including tobacco use and issues related to the overweight and obese adult and adolescent populations, including presentations and screenings at worksites, schools, adult centers, civic organizations, and health fairs. As of July 2010, more than 800 people have participated in 43 *In Touch with Health* programs. In addition, physicians and medical professionals joined AHMC's Community Wellness Specialist on the local radio show, *Eye on the Community*.

By participating in coalitions such as the Healthy Living Partnership, Breastfeeding Council of Malone, Eastern Adirondack Health Care Network, Adirondack Tobacco Free Network, and North Country Healthcare Providers, *In Touch with Health* is able to address a broad spectrum of health issues in our community.

### **Physical Activity/Nutrition (Chronic Disease)**

As noted in the MAPP planning document, the county health departments are taking the lead to improve our communities' physical activity/nutrition (chronic disease). Alice Hyde Medical Center anticipates being engaged in the following initiatives as part of this overall strategy.

Since September of 2009, AHMC engaged in the following initiatives to improve physical activity and nutrition in our community:

- Worked on focused initiatives with the Malone Central School District
- Hosted the first *Family Health and Fitness Day* in November 2009, as part of the national initiative to emphasize the importance and fun of regular physical activity for all ages. The event included interactive stations, screenings, and non-competitive activities. It showcased the numerous fitness opportunities in our community, and provided resources for continued healthy nutritional choices for people of all ages.
- Became a "We Can!" site (Ways to Enhance Children's Activity and Nutrition), which will be coordinated by the community wellness specialist. Funded by the AHMC Auxiliary and North Country Health Care Providers, this program is offered through various agencies, to reach underserved populations. In 2010, Alice Hyde's Nutritional Services staff provided nutrition education to more than 500 Malone Central Elementary students during March, National Nutrition month.

- Actively participated in the Tri-County “Eat Well Play Hard” Coalition to prevent childhood overweight and reduce long-term chronic disease risks through policy and environmental changes that will facilitate the promotion of physical activity and target dietary practices with children over the age of two. Alice Hyde Medical Center staff members were awarded certificates of recognition for their involvement with the group. Efforts of the group included supporting Franklin County school districts to develop their school wellness policies as well as grant funding to promote increased physical activity. For example, a local school received funding from the Coalition for the purchase of playground equipment.
- Provided assistance to our community members with diabetes through our Diabetes Self-Management Program, an education program recognized by the American Diabetes Association’s Education Recognition Program. Diabetes support and education is provided in individual and group settings to improve individual knowledge and self care behavior to manage diabetes. In addition, our focus on both prevention and management of this chronic condition was supported through our work with the “Seven County Diabetes Network”, a grant funded program which was completed in 2009.
- Partnered with the Retired Senior Volunteer Program (RSVP) to promote their *Osteo Program*, an exercise class at Franklin County Adult Centers and to begin offering the classes on the AHMC campus.

We conducted these initiatives with many partners including the Franklin County Department of Health, Cancer Services Program, Eat Well Play Hard Coalition, Mobilizing Action for Planning and Partnerships Committee, Seven County Diabetes Network, Malone Central School District, Adirondack Tobacco Free Network, Cornell Cooperative Extension/Eat Smart New York, the Greater Malone YMCA, ComLinks Nutrition Outreach & Education Program, and the Retired Seniors Volunteers Program/Office for the Aging.

In addition to our priority areas, AHMC offers services and programs in other prevention agenda areas including:

### **Tobacco Use**

In collaboration with the North Country Healthy Heart Network, The AHMC Pharmacy offers free nicotine replacement therapy (NRT) to Medical Center employees and inpatients are given smoking cessation education packets to inpatients—both of these initiatives are a critical part of AHMC’s tobacco-free campus initiative.

AHMC also works with local businesses and organizations to promote health and wellness to their employees with a focus on preventive screenings and healthy lifestyle choices. Among the businesses and organizations AHMC assisted were NuMED, Akwesasne Mohawk Casino & Bingo Palace, St. Regis Mohawk School, Franklin Academy High School, North Country Community College, The Malone Telegram, and Walmart.

### **Healthy Mothers, Healthy Babies**

To help support new mothers and their families, our Family Maternity Center nurses and other skilled staff offer guidance and training in areas such as childbirth options and decisions, women's health issues, parenting skills, proper car seat installation, and breastfeeding. There are two certified lactation instructors on the nursing team. AHMC, through the *In Touch with Health* community wellness program, secured funding from Excellus BlueCross BlueShield to develop a breastfeeding awareness and educational campaign entitled "*Breastfeeding: A Healthy Start for Families.*" In August 2010 the Medical Center held its 2<sup>nd</sup> annual breastfeeding awareness walk in celebration of World Breastfeeding Week. Our goal is to increase the proportion of mothers who breastfeed their babies, as recommended in the Healthy People 2010 guidelines.

### **Unintentional Injury**

The Medical Center provides National Safe Kids literature at community events to educate people about pedestrian, wheeled sports, and water safety.

AHMC collaborates with the Malone Village Police and the Malone Call Firemen to present a free Babysitter Safety Course that educates and provides tools to young babysitters to prevent injuries.

The AHMC Auxiliary provides funding for the *Mr. Yuk Magic Show*, a poison prevention program presented to students in kindergarten, pre-k and head start classes. The Medical Center's Chief Pharmacist combines his expertise on poison prevention with a magic show that is educational, interactive, and fun.

### **Chronic Disease**

The leading causes of disability and death are directly related to chronic illness and disease, such as cardiovascular and lung disease, stroke, and cancer. There is also a high incidence of diabetes among our population. 2009 data indicate that 11.7%, or an estimated 4,800 Franklin County adult residents, carry a diagnosis of diabetes. (9.3% of adults statewide have been diagnosed with diabetes) 35.7% of Franklin County residents are defined as obese with a BMI equal to, or greater than, 30. (23% of adults statewide are defined as obese)

AHMC has worked closely with the Seven-County Diabetes Network to develop and support diabetes prevention and management activities. This grant funded initiative was completed in 2009. In addition, the Medical Center launched a Palliative Care Program to provide relief to people with serious, chronic illnesses through symptom and pain management.

Through a collaboration between AHMC's Holmes Rehabilitation Department and the *In Touch with Health* community wellness program, the Medical Center offers a 6-week Arthritis Self-Help Course that emphasizes strategies and techniques for self-management of this chronic condition. In addition, a chronic conditions disease self-management course, *Living a Healthy Life with Chronic Conditions*, was offered by Alice Hyde Medical Center. (both developed by Stanford University)

AHMC is meeting community needs in this area through prevention and wellness initiatives as well as a diabetes education and self-management program, *Managing Your Diabetes*. Through the Reddy Cancer Center, Holmes Rehabilitation Center, and Cardiac Rehabilitation program, AHMC helps to treat those who are afflicted with chronic illnesses and supports our patients and their families.

Medical nutrition therapy services, with provider referral, are provided by AHMC registered dietitians for individuals diagnosed with hypertension, hyperlipidemia, chronic kidney disease, obesity, diabetes, and other chronic diseases. A program targeted to individuals with stage IV end stage renal disease is under development in collaboration with our nephrologist and dialysis unit staff.

### **Mental Health & Substance Abuse**

Alice Hyde Medical Center hosts quarterly collaborative meetings with North Star Industries, Claxton Hepburn Medical Center, Champlain Valley Physicians Hospital, and the Adirondack Medical Center's Colby Center to review the availability of psychiatric services and transfer management of patients to ensure continuity of care and identify opportunities for improvement in Franklin County.

## **VI. Dissemination of the Report to the Public**

AHMC disseminated the plan to the community through its annual community benefit report (posted on [alicehyde.com](http://alicehyde.com) and community distribution), community newsletters, and placement of the plan on its website.

## **VII. Changes Impacting Community Health, Provision of Charity Care, and Access to Services**

Alice Hyde Medical Center focuses its initiatives and its resources on meeting the health needs of our communities. However, there are issues that often challenge our ability to achieve this goal. Among the issues we are currently facing that may impede our efforts to expand services and initiatives are:

- AHMC's financial condition as a result of proposed funding cuts in Medicare and Medicaid programs as well as the uncertainty surrounding health care reform.
- Physician recruitment, as noted previously, remains a challenge for hospitals in the North County. AHMC is continuing its efforts to recruit in the following areas: Dentistry, Dermatology, Family Practice, Internal Medicine, Neurology, OB/GYN, Pediatrics, and Pulmonology/Critical Care so as to meet the need for expanding access to care.
- Existing and growing workforce shortage, i.e. nursing, lab, and medical imaging, which we anticipate may worsen given the average age of nurses was 47 in 2009.
- The rising costs associated with changes in technology and services.

## **VIII. Financial Aid Program**

The Medical Center believes that fear of a medical bill should not preclude a resident or its community from seeking or obtaining essential health care services. Therefore, our practices have focused on each individual's unique ability to contribute to the cost of his or her care through established charity care policies and payment assistant programs.

AHMC has been successful in creating flexible payment plans to address specific challenges identified by patients, facilitating the completion of Medicaid applications as requested or required, and encouraging patients to complete charity care applications in an effort to more readily identify those patients or families with the greatest need. In addition, we are working with existing managed care organizations to expand facilitated enrollment for our community.

The Medical Center prioritizes Franklin County residents when funds available for charity care or financial assistance become limited and educate our patients regarding the availability of NYS and federally funded programs available to the community.

The most significant challenges include the completion of charity care applications by the most impoverished members of our community, the completion of Medicaid applications and respective follow up, and patient follow through after meeting with Medical Center representatives regarding financial assistance programs. During the past year, AHMC redesigned our financial assistance programs including dedicated personnel specific to financial counseling and assistance. This has meant a greater emphasis on identifying those patients with the greatest need when a test is scheduled or the registration process is initiated. To date, Alice Hyde Medical Center has assisted in the applications and processing of 176 charity care applications and 135 Medicaid applications.