

***MONROE COUNTY***

***JOINT COMMUNITY***

***SERVICE PLAN***

*Lakeside Health System*  
*Rochester General Health System*  
*Unity Health System*  
*University of Rochester Medical Center*

- *Highland Hospital*
- *Strong Memorial Hospital*

2009

## Table of Contents

1. Introduction
2. Mission Statements
3. Service Area
4. Public Participation, Assessment of Public Health Priorities, and Dissemination of the Report to the Public
5. Three Year Plan of Action
6. Financial Aid Program and Changes Impacting Community Health/ Provision of Charity Care/ Access to Services

# **Introduction**

# **Monroe County Joint Community Service Plan Introduction**

This is the eleventh year that the hospitals of Monroe County have jointly submitted a community service plan to the New York State Department of Health. This unique effort, done in collaboration with the Monroe County Department of Public Health, has allowed the hospitals in Monroe County to go well beyond the basic requirements of submitting individual community service plans. A review of previous joint submissions will show a variety of community initiatives that have benefited our patients and the residents of Monroe County; benefits that would not have been otherwise realized.

This year, 2009, is no exception and has the added benefit of a close alliance between the hospitals and the local health department as Monroe County has developed its Community Health Assessment. The hospitals have been pleased to be able to participate in this process with the Monroe County Department of Public Health in support of Commissioner Daines's Prevention Agenda.

Further, a goal of the Monroe County hospitals in this plan is participation in the Finger Lakes Health Systems Agency's 2020 Performance Commission process. A specific objective of this process is the reduction of avoidable admissions (PQI admissions) again, a major initiative of NYSDOH.

The Monroe County hospitals are pleased and proud to submit this Joint Community Service Plan.

# **Mission Statements**

# **Lakeside Health System**

## **Mission Statement**

The mission of Lakeside Health System, an outstanding community resource, is to improve the health and well-being of residents and visitors to Brockport, New York and surrounding communities. This is accomplished by providing high quality, compassionate, cost-effective care through the excellence of its well trained, multidisciplinary team of professionals.

# **Rochester General Health System**

## **Mission Statement**

To improve the health of the people served by providing high quality care, a comprehensive range of services, convenient and timely access, delivered with exceptional service and compassion.

# **Unity Health System**

## **Mission Statement**

The mission of Unity Health System is to make a positive difference in the lives and health status of individuals in the city of Rochester and Western Monroe County. We will educate our community, our providers, and future health care professionals in order to offer the highest quality care to all members of our community, especially those who are underserved and most vulnerable.

# **Strong Memorial Hospital**

## **Mission Statement**

We improve the well-being of patients and communities by delivering the highest quality health care in a safe, compassionate environment enriched by education, science, and technology.

# Highland Hospital

## Mission Statement

We will deliver Medicine of the Highest Order in a community hospital where compassion and quality health care are our guiding principles. Our affiliation with a world-class medical center will allow us to provide the best of both worlds – state of the art medicine and personalized patient care.

# **Service Area**

# **Monroe County Joint Community Service Plan**

## **Service Area**

Because this plan is a joint submission of the hospitals in Monroe County and has been prepared in collaboration with the Monroe County Department of Public Health, and within the context of its Community Health Assessment, the plan's service area is Monroe County.

**Public Participation,  
Assessment of Public Health  
Priorities, and  
Dissemination of the Report  
to the Public**

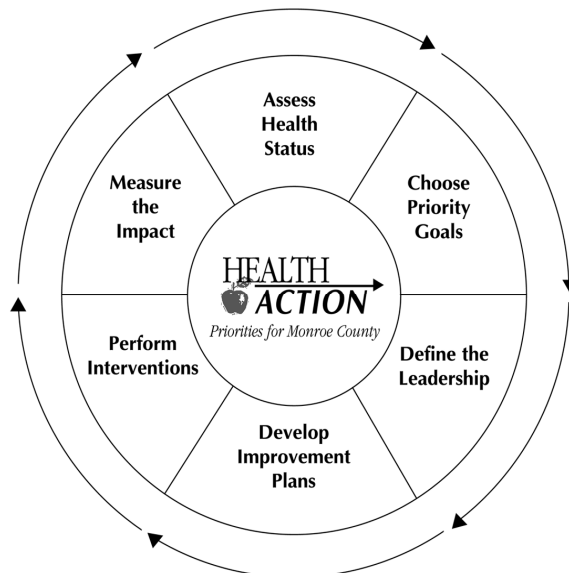
# Public Participation, Assessment of Public Health Priorities, and Dissemination of the Report to the Public

The needs assessment that has guided our joint effort over the past several years is a robust community-wide process involving all four health systems, the county health department, and other key community stakeholders. We believe it is unique in New York State and that it has resulted in a more comprehensive needs assessment than any system could perform individually. It has also allowed the health systems to be involved in planning efforts and service provision that go beyond clinical care and enter the domains of prevention and public health. The process, known as **HEALTH ACTION**, is described below.

The four health systems represented in our community service plan are key participants in **HEALTH ACTION**, which is a community-wide health improvement initiative coordinated by the Monroe County Department of Public Health. The vision for **HEALTH ACTION** is continuous, measurable improvement in health status in Monroe County. This is implemented by selecting priorities for action from health goals identified in community health report cards in each of the following focus areas:

- Maternal and Child Health
- Adolescent Health
- Adult/Older Adult Health
- Environmental Health

The process used by **HEALTH ACTION** for each focus area is shown in this graphic.



To accomplish a community engaged health status assessment, the Steering Committee of **HEALTH ACTION** established five subcommittees to develop the initial community health report cards: Maternal/Child Health, Adolescent Health, Adult Health, Older Adult Health and Environmental Health. These committees were charged with compiling and analyzing data to identify measures of health status for each of the report cards, identifying five to ten goal areas, preparing report cards for publication, and making recommendations about priorities for action. As report cards are updated, these committees are re-convened to provide consultation.

Below are lists of community agencies/organizations represented on the Board of Health report card committees for each of the life stage areas.

| <b>Maternal/Child Health Report Card Committee</b>   |
|--|
| Child Health Studies Unit, University of Rochester   |
| Children’s Institute                                 |
| Healthy Start Rochester                              |
| Monroe County Department of Public Health            |
| Monroe Plan for Medical Care                         |
| Perinatal Network of Monroe County                   |
| Social Work Department, Golisano Children’s Hospital |

| <b>Adolescent Health Report Committee</b>   |
|---|
| HUTHER-DOYLE Addiction Prevention and Treatment Services  |
| Metro Council for Teen Potential  |
| Monroe County Department of Public Health   |
| Monroe County Office of Mental Health   |
| Monroe County Youth Bureau  |
| Threshold Center for Alternative Youth Services   |
| University of Rochester Departments of Community and Preventive Medicine, Medicine and Pediatrics |

| <b><u>Adult /Older Adult Health Report Card Committee</u></b>    |
|--|
| Center for Community Health, University of Rochester             |
| Department of Geriatrics, Rochester General Health System        |
| Department of Medicine, Highland Hospital                        |
| Department of Psychiatry, University of Rochester Medical Center |
| Evercare   |
| Excellus   |
| Finger Lakes Health System Agency                                |
| Lifespan of Greater Rochester                                    |
| Monroe County Office for the Aging                               |
| MVP Health   |
| Nursing Program, the College at Brockport                        |
| Olsan Medical Group  |
| Rochester Area Community Foundation                              |

Publication dates of the most recent report cards are as follows:

- Maternal Child Health Report Card -2003
- Adolescent Health Report Card – 2006
- Adult/Older Adult Health Report Card - 2008.

After the publication of each report card, the respective report card committee hosts a series of community forums with health professionals, community organizations and Monroe County residents in order to obtain input on which health goals should be priorities for action. During the forums there is a brief presentation of the goals and measures contained in the report card. Forum participants are then asked to rank the goals based on the following criteria: importance; sensitivity to intervention; control; and timeliness. In addition, participants are asked which goal they think should be a priority for action.

Information about the most recent forums held in Monroe County can be found below.

In 2004, the Maternal/Child Health Report Card Committee conducted 15 health forums with 142 people. Below is a list of groups that hosted the forums.

| <b>Maternal Child Health Forums</b>                    |   |
|--|---|
| African American Health Task Force                     | Rochester Early Enhancement Project               |
| Association of Agency Directors                        | Rochester City Elementary School Nurses           |
| Community Pediatricians                                | Peter Castle Family Resource Center Parents Group |
| Early Childhood Development Initiative                 | Head Start Parents                                |
| Head Start Staff                                       | Healthy Start Clients                             |
| Hispanic Health Coalition                              | Skip Generation                                   |
| Monroe County Board of Health                          | Webster "Mom's Group"                             |
| Quality Assurance Representatives from Health Insurers |   |

Based on feedback from the forums, the following goals were selected as priorities for action:

- Increase Physical Activity and Improve Nutrition
- Improve Social and Emotional Well Being and Reduce Child Abuse/Neglect and Violence Against Children.

In 2006, the Adolescent Health Report Card Committee conducted 22 forums with 284 participants including youth, parents, and professionals that work with youth. Below is a list of groups that hosted the forums.

| <b>Adolescent Health Forums</b>                  |  |
|--|--|
| African American Health Care Group               | Parents of Families Affected by HIV/AIDS         |
| Asset Partner Network                            | Penfield Health Class                            |
| Brockport School Wellness Committee              | Penfield School Wellness Committee               |
| Children's Detention Center Home & Careers Class | RCSD Secondary Health Teachers                   |
| City Recreation Staff                            | BOCES Secondary School Nursing Supervisors -RCSD |
| Drug Free Coalition at North Street Rec Center   | University of Rochester Department Pediatrics    |
| Edison Tech Health Class                         | Via Health School Health Professionals           |

|  |                                |
|--|--------------------------------|
| Franklin Health Class                                | Wheatland Chili Health Class   |
| Henrietta Parents of Children Involved in Asset Prg. | Wilson Health Class            |
| Metro Council for Teen Potential                     | Youth Services Quality Council |
| Monroe County Board of Health                        | Youth Voice One Vision         |

Based on the feedback received during the forums, the Board of Health, in 2007, selected the following goals as priorities for action:

- Increase Physical Activity and Improve Nutrition
- Build Youth Assets

In 2008, the Adult/Older Adult Health Report Card Committee conducted 29 health forums and obtained feedback about health priorities from 450 adults, older adults, professionals, and representatives from community-based organizations that work with this population. Below is a list of groups that hosted the forums.

| <b>Adult Health Forums</b>   | <b>Older Adult Health Forums</b>   |
|--|--|
| African American Health Coalition, FLHS  | Elaine Hubbard Center for Nursing Research on Aging, UR  |
| African American Leadership Development Program, United Way                            | Geriatric Grand Rounds, FL Geriatric Education Center of Upstate NY & Geriatric/Aging Division of UR |
| Beta Chi Chi Chapter of Chi Eta Phi Sorority, Inc.                                     | Geriatric Nurse Resource Group at ViaHealth  |
| Community Counts Group, Office of Mental Health Promotion, UR Department of Psychiatry | Home Care of Rochester (HCR), Program Managers and Executive Staff                                   |
| Grace United Methodist Church Deacon's Table   | Lifespan Congregate Meal Program Participants  |
| Greater Rochester Health Foundation Staff  | Lifespan staff   |
| Health Associations Collaborative (HAC), FLHSA   | Lifespan volunteers  |
| Judicial Process Commission  | Northwest Congregate Meal Program Participants   |
| Latino Health Coalition, FLHSA   | Northwest YMCA older adult volunteers  |
| Mental Health Promotion Task Force, FLHSA  | Senior Center Coordinators   |
| Monroe County Board of Health  | Valley Manor Resident Group  |
| Public Health Committee, Monroe County Medical Society                                 |  |

|  |  |
|--|--|
| Preferred Care Medical Advisory Team                       |  |
| Public Health Grand Rounds Faculty, staff and students, UR |  |
| Rochester Business Alliance, Health Planning Group         |  |
| ROC City Coalition   |  |

Based on the feedback obtained during the forums, the Board of Health, in 2009, selected the following goals as priorities for action for adult and older adult health:

- Increase Physical Activity and Improve Nutrition
- Improve Prevention and Management of Chronic Disease
- Improve Mental Health (reduce violence among adults and elder abuse among older adults).

#### Prevention Agenda Priorities

The process for developing the Joint Community Service Plan involved representatives from the four health systems and the Monroe County Department of Public Health meeting together throughout the past year to determine which Prevention Agenda priorities we should pursue together. These discussions were informed by the process noted above. We have decided that our community service plan will focus on two items:

- Increase Physical Activity and Improve Nutrition
- Improve Prevention and Management of Chronic Disease.

Specific plans related to these Prevention Agenda priorities will be discussed in the section, Three Year Plan of Action.

#### Dissemination of the Report to the Public

All of the health systems in Monroe County are fortunate to be governed by boards made up of community representatives who volunteer their time and expertise. This Joint Community Services Plan is shared with our board members and they are encouraging of this cooperative effort. In addition, we will be posting this plan on our websites and submitting copies to the Healthcare Association of New York State.

# **Three Year Plan Of Action**

# Three Year Plan of Action

As a result of the Assessment of Public Health Priorities conducted by the Monroe County hospitals in collaboration with the Monroe County Department of Public Health, described in the previous section, the hospitals have decided to develop their three year plan of action around two Prevention Agenda priorities:

- Increase Physical Activity and Improve Nutrition
- Improve Prevention and Management of Chronic Disease.

## **Increase Physical Activity and Improve Nutrition**

Increase Physical Activity and Improve Nutrition has been a **HEALTH ACTION** priority for several years. Previous Monroe County Hospital Community Service Plans have highlighted some of the work the hospitals have done in this area, including the Physician Prescription Exercise Program, the Survey of Pediatricians related to obesity prevention practices, the development of the Resource Directory of Nutrition and Physical Activity Programs, and work with schools on their wellness plans.

In June of 2009, the Monroe County Department of Public Health and the University of Rochester’s Center for Community Health convened the Adult Obesity Coalition. The vision for the coalition is “Monroe County adults will maintain healthy eating and physical activity supported by policies and environments (physical and social) that promote healthy lifestyles at home, work and in the community.” The mission is to “Identify and implement sustainable policy and environmental changes that promote increased physical activity and improved nutrition among adults in Monroe County.”

Agencies and organizations represented on the coalition are listed below.

| <b>Adult Obesity Coalition</b>                 |                                |
|--|--------------------------------|
| African American Health Coalition              | Monroe County Parks Department |
| City of Rochester, Mayor’s Office              | Monroe Plan for Medical Care   |
| Excellus BlueCross BlueShield Rochester Region | MVP Health Care                |
| Finger Lakes Health Systems Agency             | Paychex, Inc.                  |

|   |  |
|---|--|
| Foodlink  | Local Restaurant Association                         |
| Greater Rochester Health Foundation             | U of R Dept. of Community and Preventive Medicine    |
| Ibero-American Action League, Inc.              | University of Rochester Medical Center               |
| Latino Health Coalition                         | University of Rochester, Center for Community Health |
| Monroe County Dept. of Planning and Development | Wegmans Food Markets, Inc.                           |
| Monroe County Department of Public Health       | Westside Health Services                             |
| Monroe County Medical Society                   | YMCA of Greater Rochester                            |

Throughout the Fall of 2009, the coalition will be developing a plan to promote increased physical activity and improve nutrition among adults. They will be obtaining information about programs/initiatives already underway in the community and will be reviewing recommendations related to obesity, nutrition, and physical activity in *The Guide to Community Preventive Services*, the Texas Obesity Policy Portfolio, and the Centers for Disease Control and Prevention Recommended Community Strategies to Prevent Obesity in the United States. The Monroe County Department of Public Health has applied for NYSDOH Healthy Communities Capacity Building Initiative funding to support the efforts of the coalition.

Monroe County hospitals will work with the Adult Obesity Coalition to explore and implement one or two environmental or policy changes within each hospital to promote physical activity and/or healthy eating among staff and/or visitors. Possible changes may include:

- Implementation of food pricing strategies in hospital cafeterias that encourage buying healthy foods
- Placement of point-of-decision prompts near elevators to encourage use of stairs
- Creation of, or enhanced access to, places to be physically active, combined with informational or outreach activities. For example, hospitals may create walking trails on the hospital grounds for use by staff and visitors.

Members of the Community Service Plan Group for each hospital will be responsible for assuring the implementation of at least one change within their hospital.

Overall community measures of this goal will include the following data from the Monroe County Adult Health Survey:

- % adults who are overweight or obese
- % of adults who engage in leisure-time physical activity
- % of adults who consume 5 or more servings of fruits and vegetables per day.

Specific implementation plans for each hospital will be in place by December, 2010.

### **Improve Prevention and Management of Chronic Disease**

The Monroe County hospitals have chosen three initiatives to support this Prevention Agenda priority:

- Improve asthma care of children through establishment of the Breath of Hope Asthma Program
- Improve diabetes care in primary care offices by increasing the number of primary care physicians who are NCQA-certified in diabetes care
- Reduce preventable hospitalizations (PQI admissions) by participating in the Finger Lakes Health Systems Agency 2020 Performance Commission process.

#### **The Breath of Hope Asthma Program**

Since 2008 the Department of Pediatrics at the University of Rochester Medical Center has been coordinating an effort to create a program that provides a mobile asthma service in support of primary care practices and other community agencies in their efforts to care for children with asthma and their families. The effort has included Monroe County's hospitals, a local community health center, the Rochester City School District, and other community stakeholders. Recently a program director was hired and a decision was made to pilot the program in Unity Pediatrics, a pediatrics practice in inner-city Rochester.

The program recognizes that managing childhood asthma is a difficult and complicated process and requires interventions beyond primary care office visits. A van will be staffed by community health nurse educators and will visit children with asthma in a variety of settings, e.g., school or home, to help provide the support for patients and families around the intricacies of education,

self-management, etc. Children and families in need of these services will be identified through data registries that would be developed.

Monroe County's hospitals will continue to participate in this process. The goal is to have a specific implementation program in place by December, 2009.

### Diabetes Care

NCQA is the only national program that provides certification in diabetes care for primary care physicians. The program recognizes established standards for the provision of good diabetes care, provides a mechanism for measuring individual physician and practice performance against those standards – both process and outcomes measures – and provides certification to physicians who demonstrate expert adherence to these accepted standards. Measurement against standards serves as a prompt for performance improvement.

The Rochester Regional Quality Improvement Initiative (RRQII), a collaborative effort of local insurers, the American Diabetes Association, the Rochester Business Alliance, the Finger Lakes Health Systems Agency, the Monroe County Department of Public Health, and NYSDOH, developed a program in Monroe County that resulted in thirty-seven local primary care physicians becoming NCQA-certified for diabetes care. The group disbanded when the project was completed. Most of the physicians who received certification are employed by Monroe County hospitals or closely affiliated practices.

Using the experience of RRQII as a model, and as part of this three year plan, the Monroe County hospitals propose to develop a program whereby additional primary care physicians will receive NCQA certification in diabetes care.

The hospitals will develop a plan for expanding this certification process by June, 2010. Specific targets for numbers of additional physicians will be part of that plan.

### Reduce Preventable Hospitalizations

The 2020 Commission, formed in 2008 and staffed by the Finger Lakes Health Systems Agency, was a collaborative process to assess and make recommendations about the number of new hospital acute care beds needed in the community. The 2020 Commission recommended that the local hospitals in Monroe County reduce the number of new hospital beds they requested from the NYSDOH, and at the same time develop inter-disciplinary community initiatives to reduce hospital use. The Commission recommended these goals:

- Reduce by 25% the annual number of PQI hospitalizations
- Reduce by 15% the number of low acuity emergency room visits to Rochester General Hospital, Strong Health Hospitals, and Unity Hospital
- Reduce by 20% the number of low acuity admissions of residents in outlying counties to Rochester General Hospital, Strong Health Hospitals, and Unity Hospital

The Commission further recommended that goals be set related to improvements in health system effectiveness and efficiency, and improvements in health status, with an emphasis of reducing health disparities.

The 2020 Performance Commission, staffed by the Finger Lakes Health Systems Agency (FLHSA), evolved from the 2020 Commission. Local hospitals, health care providers, the Monroe County Department of Public Health, health insurers, and the business community are represented on the Performance Commission.

The Commission will develop infrastructure to support a patient-centered health care delivery system that provides quality care for the entire community, aims to reduce health disparities, and manages the demand for acute hospital services.

The PQI Work Group of the Performance Commission has been reviewing data analyzed by the FLHSA. These data show that locally:

- Patients with PQI admits are generally older and insured
- PQI admission rates are significantly higher in the inner city, compared to the rest of the county, among African American and Hispanic residents compared to White residents, and among those with a low socioeconomic status
- Circulatory and respiratory diseases account for the largest proportion of PQI admissions
- A majority of patients admitted for PQI hospitalizations have co-morbidities.

As mentioned earlier, local hospitals are represented on the 2020 Performance Commission and are also represented on the PQI Work Group.

We will work with the Commission to identify and implement changes to improve management of chronic disease with specific goals to reduce PQI admissions. Specific goals, objectives, and timetables will come out of the work group's effort. Cooperation with and support of this effort will be a major initiative tracked in this three year plan.

**Financial Aid Program  
and  
Changes Impacting  
Community Health,  
Provision of Charity Care,  
and Access to Services**

# **Financial Aid Program and Changes Impacting Community Health, Provision of Charity Care, and Access to Services**

Not unlike other hospitals in New York State, the hospitals in Monroe County have experienced increased demands on their financial aid programs as the economy has deteriorated. In addition, as employers have moved to insurance plans with higher deductibles and co-pays, patients are requiring financial aid in greater numbers.

Nonetheless, Monroe County's hospitals continue to endorse and adhere to guidelines from the Healthcare Association of New York State: Financial Aid/Charity Care Policy at New York's Not-for-Profit Hospitals. The significant amounts of financial aid provided by Monroe County's hospitals appear in the individual Institutional Cost Reports submitted by the hospitals.

Specific examples of how Monroe County hospitals have enhanced their financial aid programs appear below.

- Rochester General Health System recently added an additional staff person to the financial assistance team to help process financial applications and improve turnaround time and customer service for patients. In addition, a customer service representative was located next to the cashier's office so that patients could easily ask questions and get information and support in accessing financial aid programs.
- Through formal patient feedback, Lakeside Health System learned that there were patients who qualified for their financial aid program but did not know they should apply. Lakeside has since posted information about their program more prominently and in language that patients can more readily understand. In addition, a dedicated financial aid counselor has been hired to help patients navigate the application and approval process.
- Over the past year Unity Health System took several steps to respond to increases in need for financial aid. An additional Medicaid liaison was added to facilitate enrollment in Family Health Plus. Additional staff were also added to meet the need for processing of additional

financial aid applications. In addition, using LEAN/Six Sigma techniques, Unity has initiated a pilot program in its employed medical group to work with self-pay patients. The process is designed to identify patient financial needs earlier and facilitate the process of getting them to the financial aid application process.

- Strong Memorial and Highland Hospital have focused a great deal of attention over the past three years ensuring that patients understand the hospitals' financial assistance/charity care programs. This includes not only providing patients with information on the hospitals' financial assistance programs when they are seen at the hospitals, but also placing information directly on the Medical Center's and Highland Hospital's website. The hospitals also have dedicated staff to work with patients on the charity care application process. As a result of these efforts, the amount of charity care provided by the hospitals has tripled over the past three years.

The difficult economic environment hospitals and other organizations are facing has placed financial pressures on Monroe County's hospitals. These financial pressures resulted from reimbursement cuts, increased demand on financial aid programs, and increased pension costs. In 2009, all four systems engaged in either hiring freezes or staff reductions. In addition, capital projects had to be delayed. Fortunately, these did not result in any significant reduction in community services. As noted earlier, the hospitals will continue to work together with the Monroe County Department of Public Health and the Finger Lakes Health Systems Agency to implement the goals of this Joint Community Service Plan.