

2013 COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY CATSKILL REGIONAL MEDICAL CENTER

BACKGROUND

The Greater Hudson Valley Health System (GHVHS) is a not-for-profit health system that includes member hospitals Orange Regional Medical Center (ORMC) and Catskill Regional Medical Center (CRMC). The GHVHS was formed as a means to improve coordination and increase efficiency of the hospitals in Orange County and Sullivan County, New York. CRMC is the sole community provider of health care services in Sullivan County.



The mission of CRMC is to improve the health of our community by providing exceptional healthcare. The vision of CRMC: We are caring professionals driven by standards of excellence that go above and beyond to provide an exceptional patient care experience. CRMC's values are:

- Patients and families first
- Honesty, integrity and transparency in action
- Operational Excellence
- Teamwork, collaboration and communication
- Accountability
- An impeccable, healing environment

CRMC serves the Sullivan County including the 44 municipalities listed below:

Communities of Sullivan County		
Barryville	Bethel	Bloomington
Callicoon	Callicoon	Cochecton
Delaware	Divine Corners	Eldred
Fallsburg	Forestburgh	Fremont
Glen Wild	Grahamsville	Harris
Hasbrouck	Highland	Hurleyville
Jeffersonville	Kenoza Lake	Liberty
Liberty	Livingston Manor	Loch Sheldrake
Lumberland	Mamakating	Monticello
Mountindale	North Branch	Narrowsburg
Neversink	Pond Eddy	Rock Hill
Rockland	Roscoe	Smallwood
South Fallsburg	Thompson	Tusten
White Sulphur Springs	Woodbourne	Woodridge
Wurtsboro	Youngsville	

Within Sullivan County the Hospital's service area is divided into primary and secondary service areas. The primary service areas are those Sullivan County townships and zip codes which are either closer to CRMC than any other facility or where CRMC has a predominant market share. Specifically, the Sullivan County townships in the primary service area are:

Bethel	Callicoon	Cochecton
Delaware	Fallsburg	Forestburgh
Fremont	Liberty	Neversink
Rockland	Thompson	Tusten

The primary service area zip codes are: 12701, 12720, 12723-12727, 12733-12736, 12738, 12740-12742, 12745, 12747-12754, 12758-12766, 12768, 12775-12779, 12782-12784, 12786-12789, 12791.

CRMC's secondary service area contains the townships of Highland, Lumberland and Mamakating in southeastern Sullivan County. The secondary service area zip codes include: 12719, 12721, 12722, 12732, 12737, 12743, 12769, 12770, 12781, 12785, 12790 and 12792.

The Greater Hudson Valley Health System (GHVHS) led a comprehensive Community Health Needs Assessment (CHNA) to evaluate the health needs of individuals living in the hospital service area within Orange and Sullivan Counties, beginning in 2013. The purpose of the assessment was to gather information about local health needs and health behaviors. The assessment examined a variety of indicators including risky health behaviors (such as alcohol use, tobacco use) and chronic health conditions (such as diabetes, heart disease).

The completion of the CHNA enabled GHVHS and its member hospitals to take an in-depth look at its greater community. The findings from the assessment were utilized by GHVHS to prioritize public health issues and comply with new requirements for tax-exempt health care organizations to conduct a CHNA and adopt an Implementation Strategy aligned with identified community needs. GHVHS is committed to the people it serves and the communities they live in. Healthy communities lead to lower health care costs, robust community partnerships, and an overall enhanced quality of life.

THE CHNA PROCESS

CRMC contracted with Holleran, an independent research and consulting firm located in Lancaster, Pennsylvania, to conduct research in support of the CHNA. A comprehensive CHNA was conducted and included a variety of quantitative and qualitative research components. These components included the following:

1. Secondary Statistical Data Profile of Sullivan and Orange Counties
2. Focus Group Discussions with 25 community stakeholders
3. Data Collection Sessions with 175 community residents
4. Prioritization of Community Needs
5. Implementation Strategy

Holleran compiled a **Secondary Data Profile** using data collected from sources such as the U.S. Census Bureau, New York State Department of Health, and Centers for Disease Control and Prevention, among others. The report depicts the most recent year health indicators, census figures, household statistics, morbidity and mortality rates, and socioeconomic measures.

Holleran conducted four **Data Collection Sessions** which were held with a total of 125 community members (53 participants from Orange County and 72 participants from Sullivan County). Participants were administered a customized survey tool to capture health behaviors and preferences. Responses were collected through wireless keypad technology. These sessions were advertised in the newspaper, distributed to media via a press release, email announcements, flyers to local organizations and publicized on the hospital web site and social media channels.

Holleran also facilitated two **Focus Groups** which were held with 25 key stakeholders in June 2013. Attendees included representatives of public health and medical services, non-profit and social organizations, children and youth agencies, and the business community.

A **Prioritization Session** was held on October 21, 2013, approximately 20 individuals representing Catskill Regional Medical Center (CRMC), Orange Regional Medical Center (ORMC), the local health department, community agencies, and area social service organizations who gathered to review the results of the 2013 Community Health Needs Assessment (CHNA) and prioritize key health needs within Sullivan County. Please see Appendix A for a listing of individuals who attended the session.

CRMC developed an **Implementation Strategy** to outline what community health needs it plans to address, as well as specific goals and measures to evaluate community health improvement initiatives.

SELECTION OF THE COMMUNITY HEALTH PRIORITIES

In October 2013, individuals from healthcare organizations, community agencies, social service organizations, and area non-profits gathered to review the results of the CHNA data. The planning meeting was initiated by GHVHS. The goal of the meeting was to discuss CHNA findings in an effort to prioritize key community health issues.

The objectives of the session were:

- To review recently compiled community health data and highlight key research findings;
- To gather feedback from community representatives about community health needs;
- To prioritize the community health needs based on select criteria.

Prioritization Process

Holleran facilitated the prioritization session. The meeting began with an abbreviated research overview, including the results of the primary and secondary research and key findings of the CHNA (Community Health Needs Assessment).

Participants were then provided with information regarding the prioritization process, criteria to consider when evaluating key areas of focus, and other aspects of health improvement planning, such as goal setting and developing strategies and measures. The criteria provided to the attendees were as follows:

- Size How many people are affected?
- Seriousness Deaths, hospitalizations, disability
- Trends Is it getting worse or better?
- Equity Are some groups affected more?
- Intervention Is there a proven strategy?

- Impact Can we make a difference?
- Values Is this important to our community?
- Resources Build on current work – available resources?
- Others Social Determinant, root cause

Holleran then facilitated an open group discussion for attendees to share what they perceived to be the top needs and areas of opportunity in the region. The group generated the following list of needs based on research findings and grouped them under New York State Prevention Agenda Objective headings:

- **Prevent Chronic Diseases**
 - Access to care (finances, transportation, local services, etc.)
 - Mortality due to heart disease
 - Cancer incidence and mortality
 - Obesity
 - Lyme Disease
 - Asthma
- **Promote Healthy Women, Infants and Children**
 - Access to care (services, health education)
 - Prenatal care in the first trimester
 - Teen pregnancy rate
 - Low birth weight infants
 - Infants who are exclusively breast fed
 - Percentage of pre-term births
- **Promote Mental Health and Prevent Substance Abuse**
 - Suicide rate
 - Poor mental health days
 - Drug abuse reported as key health issue
 - Smoking and binge drinking habits
 - Need for mental and behavioral health services
- **Promote Healthy and Safe Environments**
 - Higher percentage of premature deaths
 - Deaths due to accidents
- **Prevent HIV, STDs, vaccine-preventable diseases and healthcare associated Infections**
 - Chlamydia rate

PRIORITIZATION OF COMMUNITY ISSUES

Once the master list was compiled, Holleran facilitated discussion to identify overlapping strategies, cross-cutting issues, and the ability for regional health and human services providers to effectively address the various needs. After further dialogue and consolidation, the following "Master List of Needs" was developed by the attendees to be evaluated as potential priority areas for community health improvement activities. Based on the rankings, the following two Prevention Agenda topics that rose to the top were:

- **Prevent Chronic Diseases**
- **Promote Healthy Women, Infants and Children**

STRATEGIES TO ADDRESS COMMUNITY HEALTH NEEDS

CRMC developed an implementation strategy to illustrate the hospital's specific programs and resources that support ongoing efforts to address the identified community health priorities. This work is supported by community-wide efforts and leadership from the executive team and board of directors. The goal statements, objectives and initiatives, and inventory of existing community assets and resources for each of the two priority areas are listed below.

Prevent Chronic Diseases

Goal: To prevent chronic disease through the encouragement of a healthy lifestyle among Sullivan County residents through promotion of healthy eating, physical activity and the cessation of tobacco use

Objectives:

- Reduce number of adults and children overweight and obesity by 5%. Currently, 64.6% of adults are overweight or obese in Sullivan County according to the NYS 2010 Expanded Behavioral Risk Factor Surveillance System data. For Sullivan County children, 71% are overweight or obese according to the NYS Student Weight Category Status from 2008-2010.
- Increase patients who have a primary care physician or medical home by developing a primary care network and adding 6 primary care physicians in 2014
- Reduce adult smoking to 26%. Currently, approximately 30% of Sullivan County adults are smokers, compared to 19% across New York and 18% across the nation.

Strategies:

- Develop a primary care medical group to increase access for community members without a medical home Catskill Regional Family Practitioners will provide counseling and education to patients to help families to understand and practice healthy eating habits and the importance of physical activity and smoking cessation.

- The medical group will assess body mass index of patients
- Clinicians will facilitate referrals for wellness services.
- Clinicians will provide community lectures and seminars promoted through paid advertising and media relations.
- The Medical Group will explore participation on appropriate community partner boards and committees to enhance health improvement opportunities.



The development of a primary care medical group will address the disparity that low-income residents of the county experience in obtaining primary care. Through the activities noted above, the primary care medical practice also addresses the disparity in the incidence of overweight and obesity for low-income individuals.

- Adopt hospital policies to support use of healthy, locally grown foods in cafeteria and patient meals
- Adopt healthy meal and beverage standards for meals sold and served in the hospital.
- Enhance CRMC’s Community Health Advisory Board (i.e., Population Health Coalition) with member representatives from various non-profit agencies, the County health department, school districts and business sectors.
 - The Coalition will meet quarterly to address identified health issues, track progress, explore data sharing opportunities and make planning adjustments as needed.
- Develop an internal Population Health Committee guided by the Medical Director of Primary Care and Community Health, hospital leadership and nursing which will meet monthly.
 - The Committee will identify, coordinate and review community health outreach activities or opportunities to collaborate with community partners.
 - The Committee will support enhancing coordinated data sharing with community partners to help propel health improvement strategies.
- Continue to provide free cardiac screenings and risk assessments for Sullivan County residents at a variety of accessible locations in collaboration with the GHVHS Healthy Heart Program.

- Continue the employee health “Live Well, Be Well” initiative as well as current employee health programs such as smoking cessation education, on-site Weight Watchers and gym discounts. “Live Well, Be Well” offers free health risk assessments and on-site biometric screenings, web-based tools and coaching resources to promote healthy lifestyles.
- Host and refer citizens to smoking cessation programs and support groups in the area.

Performance Measures:

- CRMC will measure the percentage of adults who are overweight or obese according to the NYS Behavioral Risk Factor Surveillance System data. For children, will we use information from the NYS Student Weight Category Status data.
- Primary Care development will be measured by the number of physicians added.
- CRMC will measure the percentage of adults smoking according to NYSDOH data.

Other Existing Programs addressing Chronic Disease Prevention:

- Dr. Bruce Ellsweig, GHVHS Medical Director of Primary Care and Community Health sits on the Sullivan County Health Services Advisory Board.
- CRMC remains an active partner in the Sullivan County Rural Health Network as reflected in the selection of Anita Parkhurst, CRMC Grants Administrator, as a Rural Health Network Steering Committee member.
- CRMC maintains a smoke-free campus policy at all locations
- CRMC’s Diabetes education team continues to conduct prevention-oriented educational programs at the hospital and in the community.
- CRMC’s Grover Hermann Hospital Auxiliary conducted a health fair offering screenings and health education
- CRMC conducts community health promotion programs focusing on cancer. CRMC receives three grants in support of the Sullivan County Cancer Services Program (CSP). The CSP provides no-cost breast, cervical and colon cancer screening to eligible low-income, uninsured men and women throughout Sullivan County. Diagnostic services are also available to individuals who require follow-up testing. CRMC has hosted monthly breast cancer screening events at the CRMC Selma Ettenberg Women’s Health Center in Monticello. The CSP held a “Main Street Go Blue” event on Broadway in Monticello to promote colon cancer awareness during Colon Cancer Awareness Month.
- CRMC has undertaken a community initiative to improve access to quality healthcare by improving healthcare literacy. CRMC has established its Health Science Library as a Community Health Information Resource Center for Sullivan County consumers. The Community Health Information Resource Center is open three days/week and staffed with a professional librarian. The librarian assists consumers to identify and procure reference health information in a format readily usable by consumers.

- Additionally, CRMC offers many free support groups and no-cost or low-cost classes at the hospital, including: Osteoporosis Support Group; and Empowerment Group; Overeaters Anonymous; Bereavement Support Groups; Alzheimer's Group; Cancer Support Groups; Cardiac Support Group; Fibromyalgia; Chronic Fatigue Syndrome Myofascial Pain Support Group; Diabetes Discussion Group; Better Breathers, a Brain Injury Support Group; and a Hearing Loss Support Group.
- CRMC offers Bariatric surgery education and support groups through GHVHS.
- CRMC distributes community health and outreach information via the hospital Web site, press releases, flyers, paid advertisements, employee newsletter, public service announcements, email announcements, and social media avenues such as Twitter and Facebook, as well as being located on www.crmc-ny.org

Existing Community Assets & Resources:

CRMC
 ORMC
 Sullivan County Department of Health
 American Heart Association
 Public and Private School Systems
 United Way
 Sullivan County Rural Health Network
 Local health clubs and fitness centers
 Eat Smart NY
 Discovery Center
 Local farmer's markets and supermarkets
 Public and Private School Systems
 Refuah Health Center
 PRASAD Children's Dental Health Program
 Apple Pond Farm & Renewable Energy Education Center
 Sullivan County Department of Community Services
 North Branch Planning Council
 Regional Lactation Consortium

Promote Healthy Women, Infants and Children

Goal: Promote prenatal wellness to improve outcomes for mother and child.

Objectives:

- Reduce premature births to 10.2% (NYS 2017 objective) from the current Sullivan County rate of 12.1% by the end of 2017. (Data are from 2009-2011 NYS Perinatal Zip Code Profile NYS Department of Health and Vital Statistics.

Strategies:

- Utilize Catskill Regional Medical Group clinicians, following best practice guidelines, to improve both preconception health and care to improve the health of patients, before conception of a first or subsequent pregnancy.
 - Clinicians will deliver and implement interventions before pregnancy to detect, treat, and help women modify behaviors, health conditions, and risk factors that contribute to adverse maternal and infant outcomes.
 - The Medical Group will explore participation on appropriate community partner boards and committees to enhance health improvement opportunities.
- Enhance CRMC's Community Health Advisory Board (i.e., Population Health Coalition) with member representatives from various non-profit agencies, the County health department, school districts and business sectors.
 - The Coalition will meet quarterly to address identified health issues, track progress, explore data sharing opportunities and make planning adjustments as needed.
- Develop an internal Population Health Committee guided by the Medical Director of Primary Care and Community Health, hospital leadership and nursing which will meet monthly.
 - The Committee will identify, coordinate and review community health outreach activities or opportunities to collaborate with community partners.
 - The Committee will support enhancing coordinated data sharing with community partners to help propel health improvement strategies.
- Strengthen partnerships with community, cultural and faith-based leaders.
- Intensify efforts with schools and parent organizations in high risk communities.
- Continue participation in the Sullivan County Perinatal Consortium to improve access to early prenatal care.

- Collaborate with Maternal Infant Services Network and the Regional Lactation Consortium.
- Disseminate outreach and risk reduction materials to high risk communities.
- Strengthen outreach to medical providers.
- Expand Healthy Neighborhoods Program to other high risk areas in the county.

Performance Measures:

- CRMC will measure the percentage reduction of premature births according to data from the NYS Department of Health and Vital Statistics Perinatal Zip Code Profile.

Other Existing Programs Promoting Healthy Women, Infants and Children:

- CRMC offers numerous Lamaze and Child Birth Classes.
- CRMC hosted a Breast Cancer Awareness Day to draw attention to breast cancer and the importance of screenings and education. Participants include Catskill Regional Oncology, Cancer Services, Radiology and Employee Health; Cancer Services Program of Sullivan County; American Cancer Society; Hudson Valley Cancer Resource Center; Ride 2 Survive; Sullivan County Public Health; Fantasy Wigs and Hudson Health.
- The CRMC Rape Intervention and Services Education (RISE) Program provides crisis intervention, group and individual counseling, support, information and referrals to victims of sexual assault and abuse in Sullivan County. RISE advocates also provide prevention education at several school districts within the county offering workshops and programs on topics such as Healthy Relationships, Confusing Touches, Sexual Harassment and Date Rape. RISE is very active within education at local High Schools. RISE also offers various workshops and programs to educators, law enforcement personnel and service professionals. RISE operates a 24 Hotline for victims to call and provides training to volunteers who wish to help victims of sexual abuse
- CRMC offers numerous Breast, Cervical and Colorectal Cancer Screenings and provides community health outreach at food pantries, unemployment and workforce development locations, religious organizations, fire departments, walking main streets, street fairs, workplace health fairs, farmers markets, parades, and the Sullivan County Government Center

- Additionally, CRMC offers many free support groups and no-cost or low-cost classes at the hospital, including: Childbirth Classes; Parenting Classes; Osteoporosis Support Group; Sexual Assault Trauma Recovery and Empowerment Group; Overeaters Anonymous; Bereavement Support Groups; Alzheimer's Group; Cancer Support Groups; Cardiac Support Group; Fibromyalgia; Chronic Fatigue Syndrome Myofascial Pain Support Group; Diabetes Discussion Group; Better Breathers, a Brain Injury Support Group; and a Hearing Loss Support Group.
- CRMC Participates in the annual Women's conference at Sullivan County Community College (nutrition and health; disease prevention and management)
- In 2013, CRMC held a free seminar to provide education on minimally invasive solutions to treat female stress urinary incontinence.
- CRMC offers Bariatric surgery education and support groups through GHVHS.
- CRMC participates in the Sullivan County Prescription Drug Task Force which is spearheaded by Sullivan County Public Health Services and participates in "Prescription Drug Give Back Days" in conjunction with local law enforcement agencies.
- CRMC will continue to educate adolescents and adults about preventing motor vehicle injuries.
- CRMC intends to use social media to reach adolescents with prevention messages.
- CRMC distributes community health and outreach information via the hospital web site at www.crmcny.org, press releases, flyers, paid advertisements, employee newsletter, public service announcements, email announcements, and social media avenues such as Twitter and Facebook.

Existing Community Assets & Resources:

CRMC

ORMC

Sullivan County Department of Health

Sullivan County Public Health Services

Sullivan County Perinatal Consortium

MISN

Public and Private School Systems

United Way

Sullivan County Rural Health Network

Center for Workforce Development

Refuah Health Center

PRASAD Children's Dental Health Program

Apple Pond Farm & Renewable Energy Education Center

Sullivan County Department of Community Services

RATIONALE FOR COMMUNITY HEALTH NEEDS NOT ADDRESSED

CRMC plans to address two of the five Prevention Agenda topics defined by New York State. These priorities are consistent with the health needs identified through the 2013 Community Health Needs Assessment and are aligned with the priorities identified by the Sullivan County Department of Health. CRMC will not focus on the following topics:

- **Promote Healthy and Safe Environments** – CRMC will support area organizations in addressing this need; however, CRMC feels that other organizations have more resources and expertise in environmental influences and therefore will not focus on this priority area.
- **Prevent HIV, STDs, vaccine-preventable diseases and healthcare associated infections** – As a way to coordinate efforts, CRMC has aligned with the needs being addressed by Sullivan County Department of Health, which does not include this focus area. However, CRMC will continue to monitor these trends and other services to support this need.
- **Mental Health and Substance Abuse** – CRMC will continue to expand primary care presence in the community to encourage preventative care for those with mental and behavioral health needs. We will also work toward the possibility of coordinating mental health assessment tools used throughout Sullivan County to better serve residents across providers.

APPROVAL FROM GOVERNING BODY

The GHVHS Board of Directors met on December 4, 2013 to review the findings of the CRMC CHNA and the recommended Implementation Strategy. The board voted to adopt the Implementation Strategy and provide the necessary resources and support to carry out the initiatives therein.

DISSEMINATION TO THE PUBLIC

A key element of this document is the dissemination of pertinent information regarding Catskill Regional Medical Center's community health improvement efforts. It is available on the hospital Web site at www.crmc-ny.org and in hard copy as requested.

Appendix A: Prioritization Session Participants

Name	Title	Organization
Bruce Ellsweig, MD	Medical Director Primary Care and Community Health	GHVHS
Anita Parkhurst	Grants Administrator	CRMC
Barb Kunlik	Public Health Advisor	
Caren Fairweather	Executive Director	MISN
Rob Lee	Administrator, PR/Marketing	GHVHS
Cecilia Escarra	Administrator	PRASAD Children's Dental Health Program
Dan Grady	President/CEO	Hospice, Orange/Sullivan
Gerard Galarneau	President/CEO	CRMC
Jean-Paul Vallet	Director of Strategic Planning	GHVHS
Marcy Manheim	Director of PR/Marketing	GHVHS
Heidi Padre	Compliance Officer	Refuah Health Center
Joan Kern	Director	North Branch Planning Council
Joseph Todora	Director	SC Dept. Community Services
Kaytee J. Warren	Chief Professional Office	Sullivan Co. United Way
Laura Quigley	Director	Center for Workforce Development
Martha Scoppa	Point of Entry Coordinator	Sullivan Co. Office for the Aging
Nancy McGraw	Director	Sullivan County Public Health Services
Sonya Hedlund	Independent Farming Professional	Apple Pond Farm & Renewable Energy Education Center
Susan Clark	Public Health Educator	Sullivan County Public Health Services
Kelly Lingle	Practice Manager	Catskill Regional Medical Group