



Community Memorial Hospital
One-Year Update to Community Service Plan

Prepared for the New York State Department of Health
August 2011

1. Mission Statement

Community Memorial Hospital's mission statement remains the same which is to ensure that the highest quality of healthcare is delivered through coordination of available resources for the purpose of improving the health of the communities served.

2. Hospital Service Area

There have been no changes to the primary service area stated in the Community Service Plan of 2009. Community Memorial continues to serve 45,000 people in 27 Central New York Communities.

3. Participants and hospital role

We continue to work closely with our partners described in our Community Service Plan. We continue to work with **Crouse** Hospital, particularly in the area of computer services. We completed the installation and implementation of a Document Imaging System. This system allows us to scan patients' medical records at discharge into a computerized medical record. The primary advantage of this system is that it then gives access to the medical record to those providers who have the right and need to access it. Providers can complete medical records and review records for quality. The most important function is that it allows providers improved access to the medical information required for improved medical care. This is the first step toward an Electronic Medical Record.

We also continue to work closely with **Bassett**. The Hamilton Heart Center continues to work closely with the Bassett Heart Care Institute as well as the Cardiologists at Crouse Hospital. The Bassett general surgeons continue to live and work in Hamilton. The other Bassett physicians continue to provide outpatient care including Gynecology, ENT, plastic surgery and primary care.

Faxton-St. Luke's also continues to be a strong partner. We continue to support the ongoing efforts of Faxton-St. Luke's to open a satellite facility for dialysis in our area and their search for the appropriate site for their dialysis unit. They have selected a site for the new dialysis unit in Hamilton

and anticipate the opening in the fall of 2011. Community Memorial Hospital's laboratory continues to be staffed and managed by Centrex, which is operated by Faxton-St. Luke's.

Also in 2011, through the Hamilton-Bassett-Crouse Network, we are supporting two public health initiatives with the Madison County Public Health Department. One of them is the Type 2 Diabetes Self-management Programs. Take Care of Your Diabetes is a two part self-management education program for people with Type 2 Diabetes. Eating Well with Diabetes is a six part nutrition education program for people with Type 2 Diabetes.

The other health initiative that the Hamilton Bassett Crouse Network is supporting is "Health Literacy Action Kits for Providers". These "Kits" will provide healthcare providers with information and materials to assist them with providing care for patients with low literacy.

Emergency Preparedness is another activity that is a combined project. Community Memorial continues to work with Madison County Health Department, New York State Department of Health, Colgate University, and Morrisville State College as well as the local community to ensure the highest level of preparedness possible.

4. Identification of Public Health Priorities

Community Memorial Hospital continues to focus on the public health priorities that we have identified which include:

1. Strengthening Primary Care continues to be a priority with the goal of increasing access to primary care in our communities. We were successful in recruiting a physician for the Community Memorial Health Center at Cazenovia. The current goal is to recruit a provider for the Community Memorial Family Health Center at Morrisville.
2. Developing a Hospitalist program continues with the goal of recruiting two full-time Hospitalists for seven-day coverage. We have been successful in the recruitment of two full-time Hospitalists.

3. Increasing the utilization of our General Surgery services continues.
4. Providing high-quality non-invasive Cardiology services to our communities also continues as a priority. The plan is to start with one Cardiologist with the goal of recruiting a second Cardiologist.
5. Provide access to quality Neurology services in our service areas in a timely fashion starting with one Neurologist
6. Provide access to quality Pediatrics for our service area.
7. Provide access to ENT services for our community service area.
8. Provide access to Urology services for our community service area.
9. Renovation and expansion of patient care areas and outpatient services.

Evaluation of public health priorities is a continuous process. Among other resources, we utilized two reports when evaluating our public health priorities. One of the reports was the Madison County Mobilizing for Action Through Planning and Partnerships (MAPPS) committee's "Health Improvement Planning Report for Madison County". The MAPPS committee developed a vision for a healthy Madison County, performed assessments, and developed priority public health areas. The public health priorities that were chosen included: 1) access to health care, 2) Health Literacy, 3) community economic development and public policy.

The other survey that was utilized was another project that the Hamilton Bassett Crouse Network supported. This was the Upstate Health & Wellness Survey completed by Bassett Healthcare Network, Research Institute in cooperation with the Chenango, Delaware, Herkimer, Madison, Montgomery, Otsego, and Schoharie County Health Departments. This survey consisted of five separate surveys that included the following topics: 1) household health, 2) access to health care, 3) child lifestyle and behavior choices, 4) adult lifestyle and behavior choices, and 5) health and health needs of the rural elderly.

After review of our public health priorities our organizational activities and the information provided in these reports, it was decided to add three additional public health priorities. These additions include chronic disease, community preparedness and health literacy.

5. Update on the Plan of Action

We continue to actively recruiting for Primary Care Physicians. Dr. Parent started her practice at the Cazenovia Family Health Center in September, 2010. She is steadily building her practice. She is an intelligent, well-trained and well-liked provider who is an asset to our organization. We also recruited a full-time Physician Assistant who is seeing patients in Cazenovia Family Health Center and the Waterville Family Health Center. Sarah Oddo, PA-C is also a valuable asset to our organization. Unfortunately, Dr. Coveney, who practiced in Cazenovia, resigned effective June 2011. We continue to recruit for primary care with a goal to add a provider to Morrisville Family Health Center first with additions to the other health centers according to the identified need. Physician shortage and a high demand for Family Practice physicians continue to be barriers in this endeavor.

We were successful in our goal to recruit two full-time Hospitalists replacing the contracted providers that we were utilizing. One provider started in January, 2011 with the other starting in May, 2011. We feel this will increase consistency and improve quality.

We continue to develop the Hamilton Heart Center and our non-invasive cardiology service. Dr. Raymond Carlson started his practice in Hamilton in September, 2010. He has been well received and provides quality non-invasive cardiology services for our patients.

Dr. Eufrosina Young continues to provide high-quality Neurologic Services. We continue to perform Nerve Conductions, EMGs, and EEGs, and have added Evoked Potentials to the testing we offer.

Another activity that will have a positive effect on the services we provide to our community is the initiation of an electronic medical record (EMR) system in our family health centers. We started

the implementation of the EMR in February, 2010. We have completed the initial implementation and continue the required education to take full advantage of the system.

6. Dissemination of the Report to the Public

This update of the Community Service Plan will be placed on our website. This is in addition to the reports of the last two years Community Service Plans which are already on our website. Our website address is www.communitymemorial.org.

7. Changes (Actual or Potential) Impacting Community Health, Provision of Charity Care and Access to Services

Community Memorial Hospital completed an intensive strategic planning process in 2010-2011. A planning committee was formed consisting of members of the Board of Directors and members of the Medical Staff. Administration participated as support to the committee. A consultant firm was also hired to assist in the process. The areas that the strategic plan concentrated on included physician shortage, need to update infrastructure and the need to improve Information Technology. Input was obtained and interviews were performed with medical staff, employees, community leaders, CEOs of local healthcare facilities and partners, and political leaders. Decisions reached by the committee included: 1) The need to stay a community hospital and 2) The need to develop a closer affiliation with one of our partners. A request for proposal (RFP) was developed and sent to six potential partners. Two strong proposals were received, one from Bassett Healthcare and one from Crouse Hospital. The Planning Committee recommended and the Board of Directors chose to affiliate with Crouse Hospital. The process is in its initial phase.

8. Financial Aid Program

The changes in our policy in the way patients are informed of the financial aid program offered would be considered the hospital's biggest success. Our biggest challenge is our inability to get patients that would qualify for the program to request and/or complete an application.

The changes made to the policy have greatly increased the number of applications and significantly increased the amount of assistance granted to our patients in the past three years.

The provision in our policy which allows for assistance with deductibles and co-pays is an accomplishment that meets the needs of our service area.

Due to the success in the increase of applications and the amount of assistance granted, the current policy will remain in effect.