



ONE-YEAR UPDATE TO CROUSE HOSPITAL'S 2010-2013 COMMUNITY SERVICE PLAN

Submitted to the New York State
Department of Health
September 2010

 **CROUSE HOSPITAL**
Your care. In our hands.

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MISSION STATEMENT

No changes to Crouse Hospital's mission statement were made in 2010.

MISSION

To provide the best in patient care and to promote community health.

We focus on that mission using the following values and vision as our guide:

VALUES

- C**ommunity — working together
- R**espect — honor, dignity and trust
- O**pen and honest communication
- U**ndivided commitment to quality
- S**ervice to our patients, physicians and employees
- E**xcellence through innovation and creativity

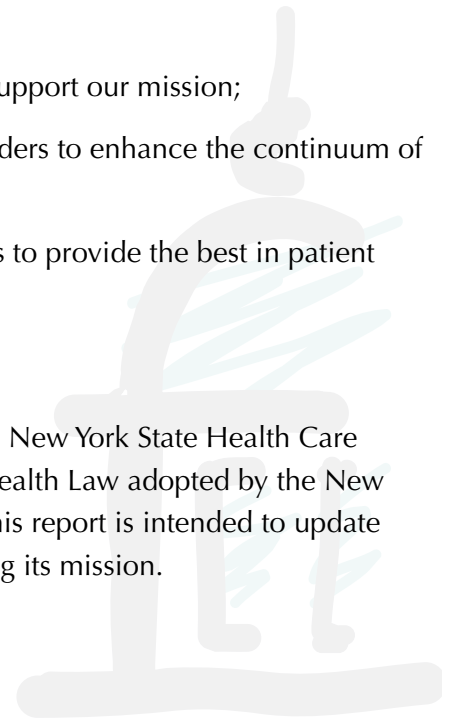
VISION

Crouse Hospital's vision is to be the leading healthcare provider in Central New York by:

1. being committed to excellence in all areas of our organization by anticipating and exceeding the expectations of those we serve: our patients and their families, physicians, employees, volunteers and other partners;
2. building a dynamic work environment where all are valued, respected and are provided the opportunity for personal and professional growth;
3. developing and building on centers of excellence that support our mission;
4. strengthening relationships with other community providers to enhance the continuum of care for those we serve;
5. operating in a fiscally responsible manner that allows us to provide the best in patient care and technology.

ABOUT THE REPORT

This Community Service Plan Update is prepared as outlined in the New York State Health Care Reform Act of 1996 (amendment to Section 2803-L of the Public Health Law adopted by the New York State Legislature in July 1996). The information contained in this report is intended to update our community regarding Crouse Hospital's performance in fulfilling its mission.

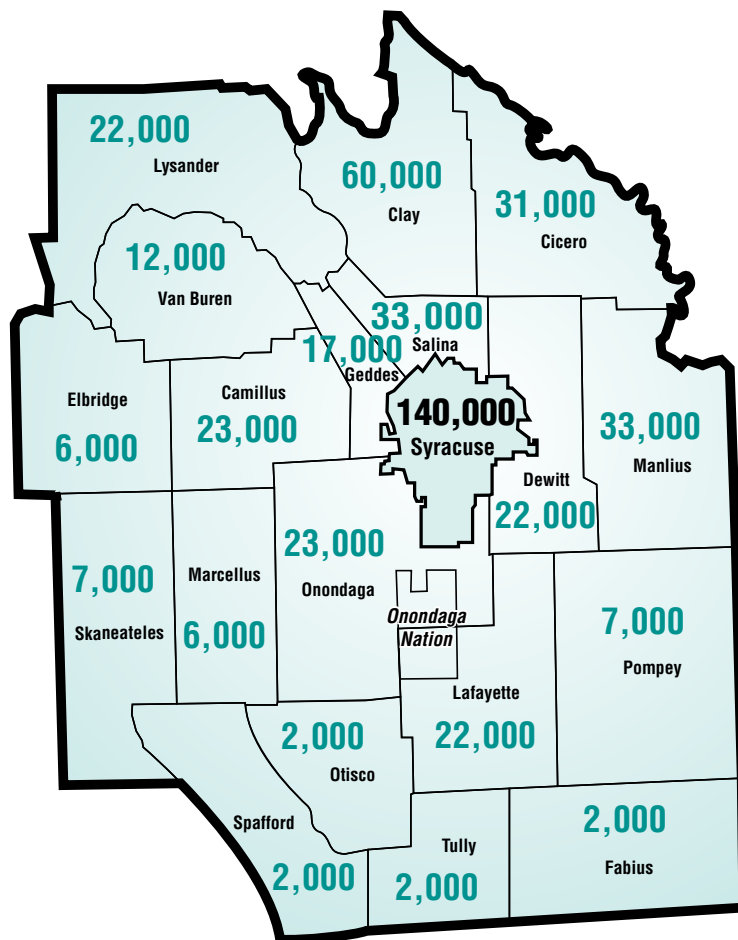


HOSPITAL SERVICE AREA

No changes to Crouse Hospital’s service area were made in 2010.

Crouse Hospital serves a 15-county region in New York that extends south to Binghamton and north to Malone. Its primary service area is Onondaga County and the contiguous surrounding counties. Seventy-five percent of inpatient and outpatient admissions are from Onondaga County; 25 percent are from outside Onondaga County. A major contributor to out-of-county admissions is the fact that Crouse is the New York State-designated regional referral center for perinatal and neonatal intensive care services (60% of NICU admissions at Crouse come from outside Onondaga County).

Onondaga County is included in the Syracuse, NY Metropolitan Statistical Area (MSA). The county’s 2009 population is estimated at 452,633, with approximately 147,000 residing in Syracuse.

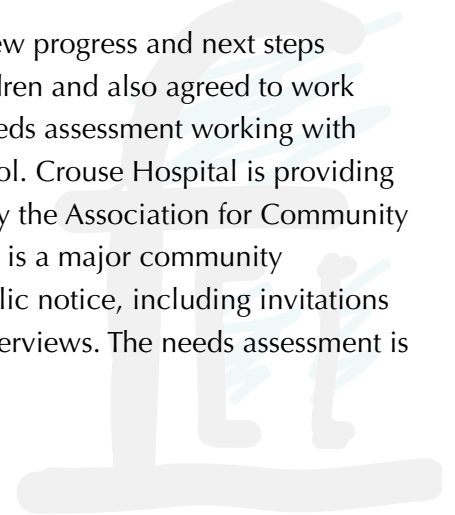


Source: Onondaga County Health Department

PARTICIPANTS AND HOSPITAL ROLE

In 2009, Crouse Hospital worked with the Onondaga County Health Department (OCHD) and the other three Syracuse hospitals to identify prevention agenda priorities. All four organizations functioned as equal partners, with the OCHD overseeing administrative duties. The community partners continue to meet, with details of 2010 meetings and follow-up highlighted below.

- The OCHD met with the hospitals separately early in 2010 to secure assigned representatives from each organization to work on the three prevention agenda priorities previously identified: tobacco use; healthy mothers, healthy babies, healthy children; and improved access to care.
- The hospitals' and county's representatives working on the plan of action to reduce tobacco use met bi-monthly throughout 2010. The first meeting of the hospitals and the OCHD to address access to care occurred in August 2010. That meeting was delayed until August, because for the first six months of 2010 the OCHD and the hospitals were working overtime addressing the H1N1 outbreak in Onondaga County. Additionally, while the OCHD did not exclusively work with the four local hospitals to address access to care, Crouse Hospital did meet with representatives from the OCHD along with other community agencies on a monthly basis as part of a health and wellness task force for the Syracuse City School District's Say Yes to Education program. The Say Yes program is charged with supporting students and their families to help students stay in school and continue past high school to college. In February, March and April, Crouse Hospital also participated in weekly meetings of the task force's subcommittee to organize educational events to increase families' utilization of Medicaid managed care.
- In August 2010, the hospitals and OCHD convened to review progress and next steps related to healthy mothers, healthy babies and healthy children and also agreed to work together to develop a comprehensive community health needs assessment working with graduate students from Syracuse University's Maxwell School. Crouse Hospital is providing the students with a needs assessment template developed by the Association for Community Health Improvement, of which we are a member. Since this is a major community undertaking, it is expected that there will be significant public notice, including invitations to focus groups, as well as in-person, phone and written interviews. The needs assessment is tentatively scheduled to be conducted in 2011.



Additionally, Crouse Hospital's Community Health Outreach Manager serves as coordinator for the annual Onondaga County Get Health Connected (GHC) Screening Fair. The group meets monthly with GHC representatives from many local health-related organizations including the OCHD, New York State Department of Health, American Cancer Society, Central New York Kidney Foundation, Coalition of Concerned Community Partners, Spanish Action League, Catholic Charities, Central New York Health Services Association, Dunbar Center, Alliance of Communities Transforming Syracuse, and many others.

As stated in our 2009 report, administrative and patient care staffs routinely gather and share information about issues related to our community's health. We solicit information via the following methods:

- Focus groups with patients for feedback on specific services
- Satisfaction surveys distributed to Crouse Hospital inpatient and outpatient groups
- Community, educational, health-related and corporate organizations that partner with Crouse Hospital
- Board of Directors' meetings
- Monthly Medical Staff Executive Committee meetings
- Administrative planning meetings
- Feedback from Crouse Hospital's Speakers Bureau presentations
- One-on-one conversations with individuals attending health fairs/screenings
- Crouse Hospital School of Nursing Community Advisory Committee
- Surveys distributed at community educational events and seminars
- Get Health Connected Consortium
- Transcending Boundaries Planning Committee
- Cancer Services Partnership
- Anecdotal input from patients, physicians, staff, visitors and opinion leaders from a variety of settings

IDENTIFICATION OF PUBLIC HEALTH PRIORITIES

SELECTED PREVENTION AGENDA PRIORITIES

In 2009, three of the 10 priority areas outlined in the New York Prevention Agenda were identified by the Onondaga County Health Department and its partner hospitals, including Crouse, as focus areas for collaborative interventions in Onondaga County. The scope of the plan for the priority areas remains steadfast, and is described below.

Tobacco Use

The goals of this prevention priority are to eliminate exposure to secondhand smoke; decrease social acceptability of tobacco use; promote tobacco cessation; prevent initiation of tobacco use among youth and young adults; and contribute to the science of tobacco control. The hospitals and OCHD have committed to working closely with the local New York State Department of Health-designated Tobacco Smoking Cessation Center.



CURRENT CROUSE HOSPITAL PROGRAMS ADDRESSING TOBACCO USE

The following existing Crouse Hospital programs directly relate to Tobacco Use and are planned to continue through 2013.

- As a smoke-free hospital, Crouse provides ongoing smoking cessation programs for patients, employees, volunteers and school of nursing students.
- All patients who identify themselves as smokers are counseled about quitting smoking before they leave the hospital.
- **Smoking cessation counselors provide necessary education** to all patients in our outpatient diabetes program and to the nearly 2,000 individuals who annually participate in free community heart-health and pulmonary function screenings, as well as health fairs sponsored by the hospital.
- Crouse staff members provide annual on-site **smoking prevention/avoidance programs for all fourth grade students at Hughes Magnet Elementary School**, a Syracuse city school located in an economically disadvantaged area.



Healthy Mothers, Healthy Babies, Healthy Children

Onondaga County has been host to a number of refugee populations in recent years. Access to healthcare for the refugee population, particularly maternal and child health services, has been challenging. Refugees are brought into the community and screened for health issues, but are not connected to a regular source of care in a systematic manner.

The goals for this priority include developing a systematic approach to the provision of care to refugee populations of all ages with a particular focus on the maternal and child health services system. This project is a practice-based strategy that lends itself to the identification of collaborative relationships, building on existing programs, as well as the development of a model for refugee care that may be exported to other communities. Ideally the new approach will provide a route of care that will allow Onondaga County refugees to enter the healthcare system with a primary care provider no longer than two months after their arrival (without the barriers of transportation and /or language and cultural sensitivity) and to provide a method for accurate record keeping that can follow the refugee patients.

CURRENT CROUSE HOSPITAL PROGRAMS ADDRESSING HEALTHY MOTHERS, HEALTHY BABIES, HEALTHY CHILDREN

The following Crouse Hospital programs directly relate to this priority prevention area and are planned to continue through 2013.

- Crouse Hospital, in partnership with SUNY Upstate Medical University, serves as the only New York State-designated Regional Perinatal Center / Program in Central New York, caring for the highest risk and most complicated obstetrical and neonatal (NICU) patients in the 15-county region. Annually, Crouse experiences 4,000 births and 900 NICU admissions. The region averages 19,000 births per year, with 1,582 of those births receiving NICU care.
- Crouse Hospital's Walter R.G. Baker Neonatal Intensive Care Unit annually admits more than 900 premature and critically ill infants, with an on-site, round-the-clock staff of neonatologists, neonatal nurse practitioners and highly skilled registered nurses.
- Unique pediatric care services at Crouse include extracorporeal membrane oxygenation for infants and the region's only pediatric cardiac catheterization program.
- Crouse staff members facilitate a monthly infant-loss support group for parents and their families throughout the region. The infant-loss bereavement staff also provide training for medical residents and other OB/GYN staff.

- Preventive healthcare offerings also include a comprehensive series of childbirth education programs as well as lactation consultant services for any mother needing assistance during and/or after her hospital stay.
- In 2009, Crouse began working with Every Person Influences Children (EPIC) and the Children's Consortium of Central New York to offer parents the **Ready, Set, Parent education program** to help reduce the risk of child abuse and increase parenting skills for those with children from infancy to age 3. There is no charge for this program.
- Since 1976 Crouse Hospital has been educating first-grade students throughout Onondaga County (more than 5,000 in 2009) with our free **Visit to Hospital-Land** community service program. The program is designed to lessen the fears and confusion of young children who may have to visit a loved one in the hospital, or stay in a hospital themselves.
- Crouse offers **Babysitters Training Course** for sixth grade students in several elementary schools across Onondaga County. In 2009 we equipped nearly 400 students with the skills and tools needed to provide safe care for younger children, as well as for staying home alone.
- Crouse Hospital also continues its partnership with **Hughes Magnet School and the Syracuse City School District to serve as wellness advisors** and provide support for their health and wellness initiatives. The hospital provides:
 - health speakers for each grade;
 - free continuing medical education training for school nurses;
 - free heart health screenings for staff; and
 - placement of Crouse Hospital School of Nursing students in schools to assist school nurses.
- As part of Crouse's educational commitment to the community, we provide **substance abuse prevention education** for parents, teachers and students in the Syracuse City School District and other rural school districts where substance abuse rates are highest.
- Crouse's Chemical Dependency Treatment Services staff also serve **as judges and advisors for the Rite Aid Drug Quiz Program**, which is a county-wide school competition teaching middle students about substance abuse.
- Crouse Hospital provides a **continuum of care for pregnant and post-partum mothers with alcohol and other substance abuse issues**. Pregnant women can enter our residential treatment program at any time before delivery; continue to receive pre-natal care and then deliver at Crouse Hospital. Mothers also may return to treatment at any time following delivery.
- Crouse Hospital's **Chemical Dependency Treatment Services program serves teens between the ages of 13 and 17** with substance abuse disorders using gender-specific group training.

- In **collaboration with the Elmcrest Children’s Center in Syracuse, Crouse Hospital supports an on-site chemical dependency treatment unit addressing the recovery needs of the children.** We are integrating addiction treatment for children to provide them with a comprehensive system of support while they are residing at Elmcrest and when they move on to after-care in their community.



Access to Care

Many health status indicators in Onondaga County suggest that the overall community health is comparable to the rest of New York State. However, discussion by participants and review of these indicators on a more specific level (geographic and/or socioeconomic) reveal disparities. There is focused data collection that identifies a subset of the population as bearing a disproportionate burden of disease. This subset can be the target of an initiative to improve health status. Further, the design of

such an initiative should be informed by the experiences of other communities that have developed collaborative strategies that bring hospitals and public health systems together in a broad-based approach to improvement in health status for a specific population.

While this project is still being formulated, early actions can address disparities through access to healthcare, including ensuring that eligible children are enrolled in public health insurance and by fostering an environment that encourages higher education. Additionally, there will be a strengthening of local collaborative processes as well as the design of community-action models that could improve health status through a range of initiatives, recognizing that good health status does not depend on healthcare alone.

CURRENT CROUSE HOSPITAL PROGRAMS ADDRESSING ACCESS TO CARE

The following Crouse Hospital programs directly relate to this priority prevention area and are planned to continue through 2013.

- Crouse Hospital staff work closely with many local health and social service agencies to provide **free screenings for blood pressure, cholesterol and blood glucose levels to more than 2,000 individuals annually, most of whom are from underserved or underinsured groups.** We also support dozens of community education health fairs and other events annually.
 - As a member of the Onondaga County **Get Health Connected Consortium**, Crouse annually plans and participates in an inner-city free health screening fair promoted to underinsured and uninsured individuals. For 2010 and 2011, Crouse Hospital is serving as the event organizer.

- Working with the **Syracuse Say Yes to Education** staff and volunteers, Crouse provides leadership support and healthcare expertise for the program. Syracuse University and the Syracuse City School District have joined forces to develop and launch this first district-wide program that will promote lifelong success for Syracuse school district students and their families by increasing both high school and college graduation rates.
- Crouse Hospital's **Chemical Dependency Treatment Services Program** provides several services that focus on access to care, including:
 - a **hospital intervention service for patients identified with addictive complications** in their primary care that provides in-hospital clinical intervention and access to treatment after discharge;
 - the region's only **medical detoxification unit**;
 - the region's only **opioid maintenance treatment program**;
 - the region's only service for older adults suffering with addiction, recently enhanced by the ability to now accept Medicare (as of August 2009 our inpatient rehabilitation program, Commonwealth Place, became part of the hospital's Article 28 license, allowing for expansion of treatment services to Medicare recipients); and
 - serving as the area's **largest provider of addiction treatment to the Hispanic community** in the patients' primary language and with cultural enhanced understanding of the Hispanic community.
- As **the only Central New York hospital designated as a NICHE organization (Nurses Improving Care for Healthcare Elders)**, Crouse continues a **Care Transitions program** for patients with congestive heart failure and is expanding it to include other chronic conditions. Utilizing a registered nurse as a Transition Coach, the program enables patients to successfully manage their chronic conditions at home. The primary outcomes of this program are improved patient care and a reduction in patient re-admissions to the hospital.



NON-PREVENTION PRIORITIES CONSIDERED IN ASSESSMENT PROCESS

Crouse Hospital Community Benefit Programs

BIOLOGY CAMP

Description: A day-long educational tour, including staff presentations, for high-school students enrolled in the Longhouse Council's Summer Biology Camp. Students learn about the science behind healthcare.

Goal(s): To support our community's commitment to youth education and provide opportunities for considering healthcare careers.

CHOICES PROGRAM (CROUSE HOSPITAL OFFERS INNOVATIVE CAREER EXPLORATIONS FOR STUDENTS)

Description: Provides high school students with a year-long "inside look" at clinical departments within the hospital including monthly tours and speakers. More than 100 city/county school students enroll each year.

Goal(s): To offer young people the opportunity to explore medical careers as they are planning their future goals, and to encourage young people to learn and practice medicine in Central New York.

COMMUNITY EDUCATION SEMINARS

Description: Free presentations for the community, hosted in the hospital's auditorium or another convenient location, made by physicians and other clinicians, are offered throughout the year on a variety topics such as stroke, joint pain, senior issues, gynecology and end-of-life care. Nearly 1,500 people attended these programs in 2009.

Goal(s): To increase the healthcare knowledge in our community in response to requests (received through evaluation surveys) and provide them with convenient access to clinician expertise.

DEDICATED MRSA UNIT

Description: Specially trained clinicians operate a separate patient care unit within the hospital for patients with MRSA. The unit allows regular patient activities in a defined unit that supports exercise and a healing environment instead of isolation within a larger medical unit. In 2009, more than 600 patients were cared for on this dedicated unit.

Goal(s): To provide the best in patient care by limiting the spread of infectious disease and providing specialized care to vulnerable MRSA patients.



EMERGENCY MEDICAL SERVICE PROVIDER CLINICAL TRAINING

Description: Offering and providing EMS crews free, on-site instruction on various medical topics such as stroke care, 12-lead EKG readings and sepsis. Classes are led by Crouse Hospital physicians and other advanced practitioners. A full EMS teaching day — attended by more than 140 regional providers — was held Sept. 30, 2010. Content for this free CME program was developed based on focus groups with area/regional EMS providers.

Goal(s): To increase EMS providers' understanding of important medical issues to provide while simultaneously showing them Crouse Hospital's appreciation for their contributions in providing the best in patient care.



FAMILY AND FRIENDS CPR AND FIRST AID TRAINING

Description: Basic training for individuals in administering CPR and first-aid outside a medical setting; taught by instructors certified through the American Heart Association and American Red Cross.

Goal(s): To provide opportunities for community members to help others in an emergency medical situation.

HEALTH CARE PROXY CARD PROGRAM

Description: Crouse Hospital annually provides thousands of free healthcare proxy wallet cards to members of the community (8,000+ in 2009) through distribution at community health fairs/screenings and other educational events.

Goal(s): To promote awareness of, and discussion about healthcare proxy needs among all individuals and to increase utilization of this important right.

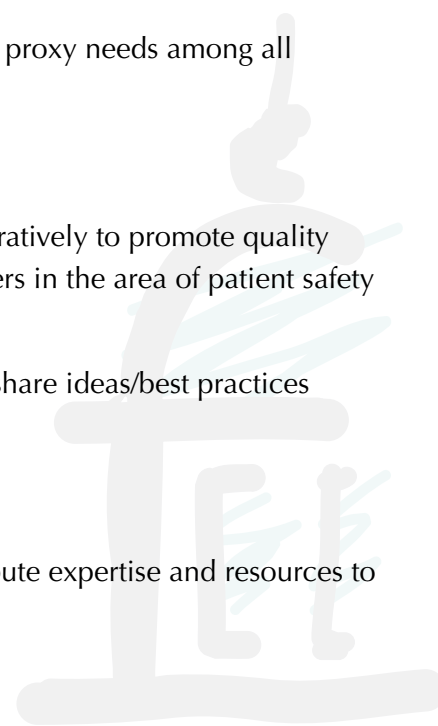
HEALTHCARE QUALITY FORUM

Description: The four Onondaga County hospitals working collaboratively to promote quality healthcare with a CME program including nationally known speakers in the area of patient safety and quality.

Goal(s): For the local healthcare community to learn together and share ideas/best practices regarding quality and patient safety.

HEALTH LITERACY NETWORK FOR CNY

Description: Crouse Hospital medical library staff members contribute expertise and resources to this community action group.



Goal(s): To increase public understanding of healthcare information disseminated in written, audio and video forms.

HELPEOPLE EMPLOYEE ASSISTANCE PROGRAM

Description: A contractual counseling and training service supporting more than 100 businesses, public agencies and non-profit community organizations throughout Central New York.

HelpPeopleSM
Employee Assistance Program

Goal(s): To help regional employers support workers and their family members whose personal issues may affect productivity and to help employers support their supervisory staff in dealing with employee-related issues.



HILLSIDE WORK-SCHOLARSHIP CONNECTION

Description: Crouse is the first Onondaga County hospital to partner with the Hillside Work-Scholarship Connection that aims to keep at-risk teens in high school by providing one-on-one mentoring, life/social skills training and employment opportunities.

Goal(s): To support our community's youth in getting the education and support necessary for their productive futures.

INSTITUTE OF INTEGRATIVE MEDICINE

Description: Crouse Hospital offers free education programs to the community and, with the support of medical staff, evaluates integrative medicine options for patients. Also, an eight-week Mindful Living and Stress Reduction course to help individuals manage stress is offered twice a year.

Goal(s): To provide the best in patient care and to promote community health using integrative medicine to address the physical needs of people while taking into account their emotional and spiritual well-being. The discipline can also be embraced by those who are not ill, but who wish to prevent health-related problems and enhance their own day-to-day living.



MEDICATION RECONCILIATION

Description: One of the most common medical mishaps has to do with medication errors — when patients take too many, too few or the wrong pills. Medication errors can lead to serious complications, admission to the hospital or even death. As part of our patient and community education initiatives, Crouse developed a Personal Medication Record in 2009 for free distribution at community health events and via the hospital's Web site. Additional community education is planned for 2010 and 2011.

Goal(s): To encourage individuals to keep a complete, accurate and up-to-date list of all prescribed and over-the-counter medications, supplements, vitamins and herbals and to bring it to all doctor and hospital visits.

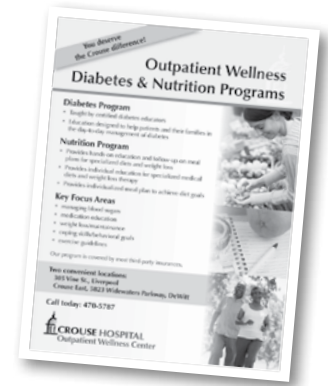
OSTOMY SUPPORT GROUP

Description: Monthly group meetings with ostomy patients and practitioners.

Goal(s): To provide peer support including ongoing access to ostomy nursing staff.

OUTPATIENT/INPATIENT DIABETES PROGRAM

Description: The Crouse Hospital Diabetes Wellness Program was created to increase the level of self-management and support for the diabetes patient and his/her family. Its mission is to increase awareness regarding diabetes and to offer education and instruction in the management of this chronic disease. Diabetes self management is taught based on the principles espoused by the American Diabetes Association. In 2009, more than 248 patients were cared for through this program.



Goal(s): To increase community awareness of diabetes; increase educational opportunities within the community; increase nutrition counseling for non-diabetic patients; and provide continuity of care post-hospitalization to support patient self-management skills.

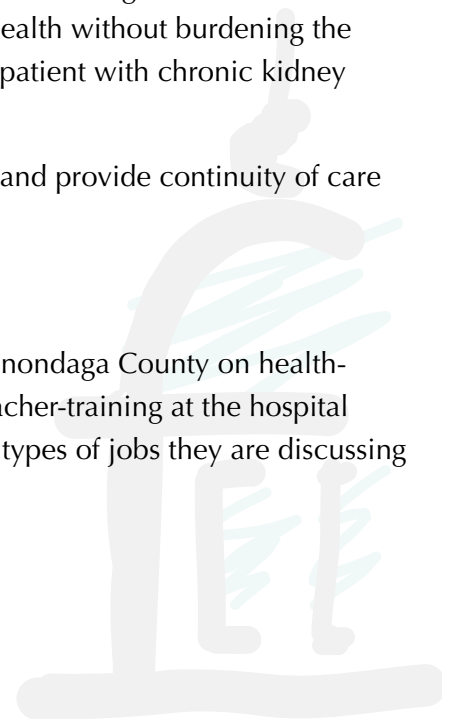
OUTPATIENT RENAL NUTRITION COUNSELING

Description: Renal disease is a complication of other medical conditions including diabetes and hypertension. An individual with chronic kidney disease needs to make changes in diet. The focus of nutrition education is to teach patients how to eat for optimum health without burdening the kidneys. Weight management also can be part of the regimen for a patient with chronic kidney disease.

Goal(s): To increase nutrition counseling for renal disease patients and provide continuity of care post hospitalization to support the patient self-management skills.

PARTNERS IN EDUCATION AND BUSINESS PROGRAMS

Description: Provide clinical staff to speak at schools throughout Onondaga County on health-related careers. Also organize and execute an annual afternoon teacher-training at the hospital giving teachers and guidance counselors first-hand exposure to the types of jobs they are discussing with their students.



Goal(s): To support our community's commitment to youth education and provide opportunities for considering healthcare careers.

REAL LIFE, REAL TALK PROGRAM

Description: To positively change the social climate in our community to create more open, honest, and balanced talk about sexuality and health. A more positive social climate will, over time, help to ensure that people — particularly young people — have adequate information and services to enable them to make healthy sexual choices.

Goal(s): To support our community's families in parents' roles as educators of their children and of children taking responsibility for their health.

REIKI THERAPY FOR PATIENTS

Description: Crouse nurses, volunteers and other staff have been trained to provide Reiki as a form of stress reduction that also promotes healing. Patients report Reiki decreases the need for pain medication, improves sleep and appetite and accelerates the healing process. This service is provided at no charge.

Goal(s): To provide the best in patient care.

SKANEATELES HIGH SCHOOL HEALTH CAREERS PROGRAM

Description: A day-long educational tour, including staff presentations, for high-school students considering secondary education in healthcare.

Goal(s): To support our community's commitment to youth education and opportunities for considering healthcare careers.

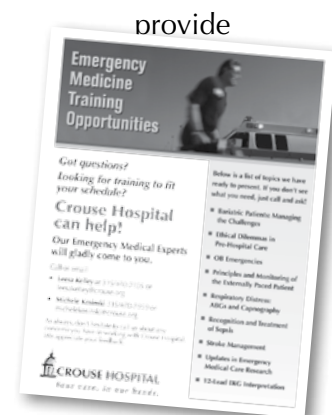
SPEAKERS BUREAU

Description: Free presentations made on-site to community organizations, churches, civic groups and schools upon request. Presented by Crouse Hospital staff and physicians, topics vary from heart disease in women to health care proxy regulations. In 2009, Crouse provided more than 60 presentations to area organizations.

Goal(s): To respond to community needs for healthcare enrichment in a setting that fits their needs (among them the lack of a budget for speaker honorariums).

STUDENT MENTORING PROGRAM

Description: Each year hundreds of students training in healthcare fields are mentored by our staff. The areas of training range from medical residents to nursing, pharmacy to pathology, medical transcription to nutrition, and more.



Goal(s): To support our community's commitment to education and provide opportunities for student internship experiences.

SYRACUSE CITY SCHOOL DISTRICT HEALTH CAREERS PROGRAMS

Description: Tours for high-school students looking at possible hospital career paths. Students participate for six consecutive weeks.

Goal(s): To support our community's commitment to youth education and provide opportunities for those considering healthcare careers.

TOTAL JOINT REPLACEMENT CLASS

Description: A preparation program for scheduled orthopedic surgery patients and their families to learn more about the procedure and what to expect when leaving the hospital.

Goal(s): To provide the best in patient care using education and communication to manage patient concerns and expectations.

TRANSCENDING BOUNDARIES

Description: Planning and support of an annual community-based program geared to faith leaders throughout Central and Upstate New York.

Goal(s): To increase faith leaders knowledge for ministering to their congregations by exploring how partnerships and collaborations can address the health needs of minority populations.



**TRANSCENDING
BOUNDARIES**
Improving the Health of Our Community



UPDATE ON THE PLAN OF ACTION

Update on Selected Prevention Priority: TOBACCO USE

Progress on reducing tobacco use has been very positive. As referenced earlier in this report, a collaborative workgroup has been established consisting of the four hospitals and the Onondaga Health Department and convened by Tobacco Free Onondaga County. An action plan has been developed that encourages and assists county healthcare organizations in creating smoke-free campuses. The group has met bi-monthly for the past 10 months. This project leverages existing community activities, building on Tobacco Free Onondaga County initiatives. Preliminary goals are to have 50 percent of providers without a smoke-free campus launch a tobacco-free campaign each year, with 10 percent of providers without a smoke-free campus achieving a tobacco-free campus each year (2010-2012). To date, the Onondaga County Medical Society has signed on to support this plan. Also, a large office building landlord of healthcare facilities has joined the group to initiate smoke-free campuses for its clients. The group also has begun work on a toolkit for healthcare organizations wishing to become smoke-free.

Update on Selected Prevention Priority: HEALTHY MOTHERS, HEALTHY BABIES, HEALTHY CHILDREN



The OCDH and hospital consortium, along with the Syracuse City School District have identified asthma and its complications as the primary health concern among students. A plan is now underway to develop a pilot education program for school nurses and teachers for pediatric asthma care, with Crouse Hospital leading the effort using our highly trained education staff as instructors and mentors. Additionally, at Crouse Hospital we have identified a need for a pediatric first-aid course for parents and grandparents and initiated that program as part of our maternal child course offerings.

Update on Selected Prevention Priority: ACCESS TO CARE

Moving forward in this arena has proven to be more difficult than anticipated due to budget constraints at the OCDH, namely the lack of a budget from New York State. This situation has made it impossible for the OCDH to contract with physician or other primary care providers to provide care for incoming refugees. However, there also remains a deficit of providers available to care for this population. One forward movement in this arena includes working with a group of Muslim physicians who are willing to donate their services for indigent care. Also, while the

OCDH recognizes the value of health screening events in the community, the concern remains that individuals, particularly children, need to have a medical home in order for their care to be properly managed.

However, to secure healthcare coverage for students and their families a pilot project was conducted in early 2010 with two elementary schools in the city of Syracuse (the area with the greatest need and largest population). Over a three-month period, the Say Yes to Education Health and Wellness Task Force and school staff were able to work with the county's Department of Social Services to obtain consent from families to be included on a list of families not registered for Medicaid Managed care. The group then used low-cost incentives – pizza parties and a grand prize winner of I-Pod touch and Wii game – to reach teachers, students and parents to work with on-site facilitated enrollers resulting in 90.8% enrollment rate for all families within the school. This success exceeded the original enrollment goal and is in the process of being replicated with the other 41 schools in the district, with a goal of 100% insurance enrollment for each school before the end of 2011. Additionally, Say Yes to Education coordinators are working with facilitated enrollers to be sure families re-enroll annually. We learned that the need for annual renewals was a primary reason families were without coverage. They either did not know they needed to renew their enrollment, or were daunted by the paperwork and avoided the process altogether.



Progress in providing greater to care also includes the local hospitals and the Onondaga County Cancer Services Program making strides in increasing the number of adults utilizing free cancer screenings by offering lifestyle incentives – like grocery gift cards – during cancer recognition months.

Additionally, Crouse Hospital received a grant in 2010 from the Central New York Komen for the Cure Foundation to work more closely with the Cancer Services Program to reach women who are uninsured and underinsured and encourage them to obtain their annual mammograms and clinical breast exams. Efforts through this grant will also include working with local physician offices to increase the availability of care providers for the Cancer Services Program.

Update on NonPrevention Agenda Programs: TRANSITION COACHES FOR AGING AND COMPLEX CARE

Based on the success of Crouse Hospital's Transition Coach Program for patients experiencing congestive heart failure – a process of educating patients before discharge and following up with phone calls and home visits to monitor care – we have enhanced the service to now include transition coaching for elderly patients with multiple co-morbidities. This new program launched in 2010 and will continue indefinitely with the likelihood of expansion. The transitions program has been recognized throughout the geriatric care community nationwide with Crouse's experts providing numerous industry presentations and trainings.

DISSEMINATION OF THE REPORT TO THE PUBLIC

Crouse Hospital will post our Community Service Plan (CSP) One-Year Update on the hospital's website at crouse.org and a shorter summary of the CSP will be included in the hospital's community publication, *YourCare*, along with an offer to have the complete report mailed to individuals upon request. That same offer will be presented in a news release sent to local media for inclusion in their publications and broadcasts.

Additional distribution to the public will be made in a brochure format that highlights key information regarding the hospital's public health programs, including Prevention Agenda priorities and non-Prevention Agenda programs. Forms of distribution will occur as follows:

- Mailing and e-mailing the report to public libraries, community organizations, local officials, businesses and media, hospital employees, volunteers and physicians, the hospital's board of directors and Crouse Health Foundation trustees and donors.
- Posting copies of the report in public areas of the hospital and its off-site locations, particularly in the following waiting areas with high traffic:
 - Emergency Department
 - PromptCare (our off-site urgent care facility)
 - Surgical, ICU and maternity waiting areas
 - Hospital cafeteria
 - Human Resources department
 - Commonwealth Place residential facility
 - HelpPeople employee assistance program
 - Copies made available at community health fairs/screenings and other educational events
 - Providing copies to prospective Crouse Hospital School of Nursing students and prospective employees at recruitment fairs
 - Mailed to residents and community groups upon request

CHANGES (ACTUAL OR POTENTIAL) IMPACTING COMMUNITY HEALTH, PROVISION OF CHARITY CARE, AND ACCESS TO SERVICES

In November 2010, Crouse Hospital will complete phase one of its Witting Surgical Center project, with 11 new operating rooms opening. Three additional operating rooms will open in the summer of 2011, completing the project. This is a significant undertaking by the hospital, as its current operating rooms are more than 35 years old and not adequately configured for today's advanced surgical procedures. The new facility will allow the hospital to increase surgical capacity, which we expect based on an aging population as well as an increase in surgeon requests to practice at Crouse.

Also in 2010, the hospital – through Crouse Medical Practice PLLC – will complete the acquisition of a local primary care practice as part of its strategic goal of developing an integrated delivery system. In preparation for pending healthcare reform, the hospital is proactively planning for closer integration with its medical staff as a way to provide more coordinated and efficient care to patients.

Access to care at Crouse Hospital is also being enhanced through the following initiatives:

- **Pediatric Sleep Studies:** In partnership with SUNY Upstate Medical Center to meet growing need among this patient population.
- **Specialist Recruitment:** Crouse is enhancing a number of specialty areas to meet patient demand, including urology, neurosurgery and neurology. In addition, we continue to expand our hospitalist service, which now provides overnight surgicalist coverage 24/7. This service offers patients immediate access to emergency surgery during the overnight hours.
- **Chest Pain Center Accreditation:** In 2010, Crouse Hospital earned designation as a nationally certified Chest Pain Center with PCI from the Accreditation Review Committee of the Society of Chest Pain Centers. Crouse is one of only six hospitals in New York State to earn this designation. The goal of the Society is to significantly reduce the mortality rate of heart attack patients by teaching the public to recognize and react to the early symptoms of a possible heart attack, reduce the time that it takes to receive treatment, and increase the accuracy and effectiveness of treatment.
- **Enhanced Coverage for Residential Chemical Dependency Treatment Program:** Effective June 1, 2009, Crouse Hospital's residential alcohol and drug treatment program, known as Commonwealth Place, became incorporated into the hospital's main operating license. As an Article 28 hospital facility, treatment services have expanded to reach even more Central New Yorkers, including those with Medicare and Tricare.



FINANCIAL AID PROGRAM

Changes to Crouse Hospital's operation and financial situation that impact the care of the community, financial assistance and/or access to healthcare are listed below.

- In late 2009 Crouse Hospital re-purposed vacant clinical space within the hospital to create a new emergency department (ED) observation unit to enhance the safety and quality of care for emergency department patients. The purpose of the program is to improve patient throughput while providing the appropriate level of care. The program is designed to observe up to 10 patients at a given time, which will provide better care, privacy and comfort to patients and family members.
- With recent changes in state and federal legislation, as well as current government proposals, Crouse Hospital is projecting still more increase in financial assistance applications and approvals (Crouse already serves 41% of Onondaga County's Medicaid inpatients). Requests for charity care increased 54% from 2008-2009. If the income thresholds for Medicaid eligibility are increased, fewer people will be able to receive the Medicaid benefit and, therefore, will increase the amount of charity care provided by the hospital. In 2009, Crouse Hospital provided \$5.9 million in charity care, with more than \$12 million in bad debt expense.
- In addition, the state of our economy plays a role in the increase in financial assistance and charity care. Individuals are losing jobs and employers are moving to high-dollar deductible plans. Some segments of the population are not able to afford insurance, which increases the number of uninsured and underinsured in our community.
- Current economic conditions, including higher unemployment and increased costs, are affecting access to care in our area as individuals are less likely to receive services for elective procedures since they cannot afford them. As a result, Crouse, as with other hospitals, has seen a decrease in elective procedures over the past year (2009-2010).
- Like our neighboring hospitals, Crouse Hospital is faced with the challenge of meeting the community's needs for care, as well as our projected, not-for-profit operating margins, due to a lack of primary care providers in the area. Medical staff succession planning consultants engaged by the hospital have identified that the Syracuse market is in need of approximately 60 new primary care physicians by 2013 to accommodate our community's growing healthcare needs. Additionally, Crouse Hospital, one of two New York State designated stroke centers in Onondaga County, has a need for additional neurology and neurosurgery physicians to accommodate the care of stroke patients seen at the hospital. We are actively addressing this as described elsewhere in this report.





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