



SARATOGA HOSPITAL

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Community Service Plan 2017 Update



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Introduction

In 2016, Saratoga Hospital was proud to again participate in the development of the Community Health Needs Assessment. The assessment, which takes place every three years, brought numerous stakeholders together to reach consensus about prioritizing the identified community health needs in the Saratoga region as well as to develop strategies to further the goals within the New York State Department of Health's Prevention Agenda. The Prevention Agenda's five priority areas are:

- Prevent Chronic Diseases;
- Health and Safe Environment;
- Healthy Women, Infants and Children;
- Mental Health and Substance Abuse; and
- Prevent Infectious Diseases.

Of these, the Community Health Needs Assessment identified two areas of major concern for our community:

- Chronic Diseases and
- Mental Health and Substance Abuse.

Since 2016, Saratoga Hospital has continued to work with our community partners on these two priorities and to implement many other interventions in support of the Prevention Agenda. How that work is being done is outlined in the "Implementation Plan for Needs Identified in the 2016 Community Health Needs Assessment for Saratoga Hospital" which can be found on our website along with the 2106 assessment.

This Saratoga Hospital Community Service Plan 2017 Update provides information on our progress, including particular successes in the areas of chronic disease and mental health/substance abuse.

Prevent Chronic Diseases

Saratoga Hospital's goals to prevent chronic diseases are to increase and improve access to care, reduce tobacco use and secondhand smoke exposure, and reduce obesity. To accomplish this, Saratoga Hospital is working to:

- Increase screening rates for heart disease, diabetes and cancer;
- Promote chronic disease self-management;
- Improve the care of patients with chronic diseases;
- Promote cessation of tobacco use;
- Expand the role of providers in obesity prevention; and
- Prevent childhood obesity through early child-care.

Much of the work being done to accomplish these goals revolves around Saratoga Hospital's participation in the Delivery System Redesign Incentive Program (DSRIP)¹ which is being led by Albany Medical Center's program, Better Health for Northeastern New York (BHNNY). BHNNY has partnered with more than 175 community healthcare providers to create a Performing Provider System (PPS), which spans a five-county catchment area (Albany, Columbia, Greene, Saratoga, and Warren). The Project Management Office for the BHNNY PPS has chosen 11 DSRIP projects to implement over the five-year program. These projects focus on clinical improvement, population health management, and system transformation.

By 2020, the BHNNY PPS will restructure the healthcare delivery system by:

- Reducing avoidable emergency department use and inpatient readmissions by 25 percent;
- Enhancing the patient experience and clinical outcomes;
- Improving key population health measures;
- Minimizing the system-wide cost of care by transitioning to a Value Based Payment system; and
- Providing a community-based approach to care through the integration of services.

In addition to the DSRIP projects implemented to improve management of chronic conditions, Saratoga Hospital also offers growing Palliative Care Services. Palliative Care services began at Saratoga Hospital in June 2015. Over the past 2 1/2 years, this inpatient service has continued to grow from 162 consults with 512 revisits in the first year, to 339 consults with 898 revisits in 2016. In 2017, these services will offer more than 340 consults with 900 revisits. In 2015, 36 referrals from Primary Care were made to Hospice. It is expected that in 2017 over 130 will have been made.

Promote a Healthy and Safe Environment

With the goal of reducing occupational injuries, especially those requiring treatment in the ED, Saratoga Hospital is committed to the prevention of injuries, workplace violence and the improvement of our employees' health in the workplace.

Workplace violence is not only harmful to the physical and mental well-being of all those it affects, but is detrimental to the smooth and efficient provision of patient care. Therefore, we do not tolerate violence in any form within our workplace and policies are in place to ensure compliance.

Saratoga Hospital provides a safe work environment and fosters a culture of safety by providing safety materials, equipment for the safe movement and transfer of patients, and safety training, as well as injury tracking designed to identify the root causes of personal and patient injuries. The culture of safety describes the collective attitude of employees taking shared responsibility for safety in a work environment, and by doing so, providing a safe environment of care for themselves, coworkers and patients. Guidelines have been developed by the Safe Patient Handling and Mobility Committee and are in place to decrease and/or prevent employee injuries, and maximize patient outcomes, comfort and

¹ DSRIP's purpose is to fundamentally restructure the health care delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25 percent over 5 years. Up to \$6.42 billion dollars are allocated to this program with payouts based upon achieving predefined results in system transformation, clinical management and population health.

safety. Safe patient handling and mobility assessment, planning, intervention and evaluation are all parts of an interdisciplinary team process, and the most important part of the plan happens when we hold each other accountable.

Saratoga Hospital has comprehensive respiratory protection policies in place requiring that all employees that care for patients in Airborne Isolation or during bronchoscopy procedures are required to wear respiratory protection. As mandated by the Occupational Health and Safety Administration (OSHA), Saratoga Hospital assesses annually whether employees are medically fit to wear a respirator and ensure that the respirator fits properly.

Saratoga Hospital is serious about preventing the transmission of the flu and we recognize that the single best way to prevent the flu is to get a flu vaccination each season. We provide all employees with the opportunity to receive free flu vaccinations each year. NYSDOH regulations require Saratoga Hospital to mandate that personnel who are not vaccinated against the flu must wear a mask during the influenza season while working in areas where patients may be present. Additionally we require that every employee either receive a flu vaccination each year or provide a completed declination form. Employees who do not comply with this policy are removed from their work schedule until they become compliant.

Promote Healthy Women, Infants and Children

Saratoga Hospital seeks to improve the health of the children in our community by increasing the proportion of children who receive comprehensive well-child care and to reduce the prevalence of tooth decay among children.

To support these two objectives Saratoga Hospital has adopted electronic health record systems and we are connected to regional health information systems which improves the coordination of services. Use of these systems has helped Saratoga Hospital to increase the number of children who have had the recommended number of well-child visits, and also to increase the number of children who receive key recommended preventive health services as part of their routine well-child care. These systems provide automated reminders for well-child visits and help to identify the families of children in need of health insurance coverage, so that assistance can be offered.

Since opening in 2014, our dental practice at the Community Health Center has been using an electronic health record system as one tool to achieve goals, such as reducing the prevalence of tooth decay among children; increasing the number of children who have protective dental sealants; increasing the number of children who receive regular dental care; and improving the oral health of people with special needs.

Saratoga Hospital Medical Group is currently seeking National Committee for Quality Assurance (NCQA) patient-centered certification, and we are awaiting recognition of that status. We are working to improve our no-show rate for all patients, including children through the Patient-Centered Medical Home (PCMH) initiative by introducing a structured, close-the-loop referral system and no-show recall list. This work includes participation in regional, structured, evidence-based learning collaboratives which identify and address areas for improvement in clinical practice and practice management.

Saratoga Hospital provides dental insurance for our employees and their families which includes oral health preventive and treatment services. Employees accrue paid time off for combined leave time which can be used for their children's well-child visits. Saratoga Hospital provides comprehensive health insurance to all employees and family members at discounted rates. This health insurance offers free well visits and other primary care visits.

Saratoga Hospital strives to improve the health and well-being of the mothers and babies in our community by reducing premature births and maternal death, and increasing the number of babies who are breastfed. Our goals are to:

- Reduce the rate of preterm birth;
- Reduce the rate of all infant deaths;
- Reduce the rate of maternal mortality; and
- Increase the percent of infants born at Saratoga Hospital who are exclusively breastfed.

We have protocols in place to ensure that the care of high-risk pregnant women arriving in our Emergency Department is coordinated with our Obstetrical Department. Saratoga Hospital also requires that all Emergency Department nurses are certified in neonatal resuscitation, and we have developed a virtual postpartum hemorrhage kit with medication to provide consistent, timely management to these patients. Saratoga Hospital provides clinical management of preterm labor in accordance with current clinical guidelines which includes early identification of risk factors, prenatal care and the use of appropriate medications for late preterm cases presenting with certain risk factors.

We are also working to reduce premature births by discussing the 5As Program for smoking cessation with all patients, including pregnant women, at every visit. Referrals to the NYS Quitline are also made as appropriate.

With the introduction of Care Managers into our Primary Care Practices and the use of electronic health records systems, Saratoga Hospital will see an increase in referrals and planning for our high-risk patients. We are identifying high-risk women upon entry into prenatal care and referring them to experienced prenatal providers with specialized services. As part of DSRIP, new health information technology facilitates more robust intake/enrollment, screening/risk assessment, referral, follow-up and care coordination practices across health and human service providers.

Saratoga Hospital has also implemented practices to expedite enrollment of low-income women in Medicaid, including presumptive eligibility for prenatal care and family planning coverage. In 2017, the Saratoga Health Insurance Navigation Program enrolled over 30 pregnant women in Medicaid.

Saratoga Hospital provides structured, comprehensive breastfeeding education and professional lactation counseling and support, including the use of Internal Board Certified Lactation Consultants, for our patients during pregnancy, in the hospital and at home. We have seven Certified Lactation Consultants and we are currently recruiting more. We have increased our Certified Nurse Manager lactation support services and we have created educational programs for all specialists. Through our involvement in breastfeeding quality initiatives, we have sustained a 70 percent exclusive breastfeeding rate in Saratoga Hospital.

For employees of Saratoga Hospital, we provide accrued paid time off, as well as Family Medical Leave Act coverage for all expecting parents. This time can be used for all maternity needs, including paid time off to attend prenatal care visits. We seek to reduce the rates of preterm birth, infant death and maternal death by offering comprehensive health insurance to all employees and family members at discounted rates. This health insurance offers free well visits for all primary care, prenatal care and well-baby visits. Health Insurance provided by Saratoga Hospital also offers breast feeding classes free to employees and refunds to employees who purchase breast pumps. Saratoga Hospital also offers breastfeeding-friendly rooms within the hospital and off-site locations that include amenities such as locking doors and refrigerators.

Additionally, Saratoga Hospital provides employees with comprehensive wellness programs by holding an annual wellness fair in which we promote health and wellness among our employees. Saratoga Hospital offers child birth and education classes free of charge to all expecting parents including employees.

Promote Mental Health and Prevent Substance Abuse

To strengthen the Mental, Emotional and Behavioral (MEB) infrastructure within our community, representatives from Saratoga Hospital are actively participating in collaborative projects with leaders, professionals and community members working in MEB health promotion, substance abuse and other MEB disorders and chronic disease prevention, treatment and recovery.

Saratoga Hospital is also improving MEB disorders and chronic disease prevention, treatment and recovery by working with our DSRIP partners to co-locate behavioral health services at our primary care practice sites. We have implemented the “Improve Mood – Promoting Access to Collaborative Treatment” (IMPACT) program of depression management at the Community Health Center and other MEB-integrated services at other primary care sites.

Additionally, Saratoga Hospital began offering Addiction Medicine services at the Community Health Center in 2017. That growing program is currently licensed under a temporary DSRIP waiver, but work is underway to secure permanent licensure for this service.

Prevent Infectious Diseases

Infectious diseases kill more people worldwide than any other single cause. For this reason, Saratoga Hospital works diligently with many partners and community-based organizations across the region and state to implement proven and improved ways to prevent infectious diseases.

Prevention of healthcare-associated infections is of primary concern for all hospitals everywhere. Saratoga Hospital has a very robust program to reduce device-associated infections, reduce infections caused by multi-drug resistant organisms (MDROs) and to reduce *Clostridium difficile* (C. difficile) infections (CDIs).

To address device-associated infections, Saratoga Hospital is working to reduce central line-associated blood stream infections and to reduce catheter-associated urinary tract infections. Daily review of the need for catheters as well as routine review of central venous catheters are used to ensure appropriate use. Staff education about indications for and appropriate use of catheters is ongoing. Regular rounding and routine re-education continue to decrease the rates of catheter-associated urinary tract infections (CAUTI), urinary complications and device utilization.

Also helping to reduce device-associated infections are the use of chlorhexidine for bathing all ICU patients daily. Daily rounding in the Intensive Care Unit assures adherence to protocols. Ongoing education of all providers, and use of standardized protocols are helping to reduce central line-associated bloodstream infections (CLABSI). Chlorhexidine with alcohol is used to prepare skin before central venous catheter insertion and maximal sterile barrier precautions are used.

We encourage nursing staff to notify physicians when central venous catheters are no longer necessary, and we ensure that staff have the authority to stop non-emergent central venous catheter insertions if proper protocols are not followed. Saratoga Hospital ensures that appropriate hand hygiene is performed before central venous catheter insertion and maintenance, and immediate feedback is provided if appropriate hand hygiene is not performed. We avoid placing central lines in femoral sites, but if needed, these are evaluated daily for alternative site placement (femoral line placement data is closely monitored).

Saratoga Hospital has committed significant resources to MDRO prevention efforts. To reduce hospital-onset methicillin-resistant *Staphylococcus aureus* (MRSA) bloodstream infections, Saratoga Hospital uses active surveillance cultures to detect patients colonized with MDROs. We educate environmental services staff about MDROs and the importance of disinfection. Sinks and alcohol-based hand rub are readily available for patients, visitors and health care personnel. We have instituted increased cleaning and disinfection of frequently touched surfaces. The Environmental Services department also uses an ultraviolet light device to assist with proper disinfection of patient rooms and equipment.

We have implemented computer alerts to ensure colonized or MDRO-infected patients are identified rapidly. We have also implemented focused educational efforts for hospital staff to improve their understanding of MDRO transmission. Saratoga Hospital continuously educates our staff about hand hygiene adherence and isolation precautions. In outbreak situations, we evaluate the benefits of pursuing molecular testing for investigation to effectively implement a mitigation strategy. We place all colonized or infected patients in private rooms. Saratoga Hospital has instituted an antimicrobial stewardship program that is decreasing patients' exposure to antibiotics, and that reduce or slow the development of resistance.

To reduce CDIs, Saratoga Hospital dedicates medical equipment to the individual patients with CDI. We encourage patients to speak up about healthcare personnel's handwashing. We ensure adequate cleaning and disinfection of patient care rooms and medical equipment, and staff wear gowns and gloves when entering rooms of patients with CDIs. Training for CDI prevention is required for staff and bleach wipes are used at all times for disinfection of patient care equipment.

Saratoga Hospital is working on renovation projects that will incorporate building design elements that may reduce transmission of CDIs, such as private rooms and private bathrooms.

Conclusion

With more than 450 physicians and other medical professionals on staff, Saratoga Hospital offers care in a broad range of medical specialties. For more than a century, we have been the Saratoga region's hospital. We also are the region's leading provider of outpatient services, from urgent and primary care to state-of-the-art imaging, pain management, diabetes care, rehabilitation, and more.

Our goal is to provide our patients with the highest quality care—and to deliver it with the respect and compassion they deserve. Meeting the health and wellness needs of our community have always been and continue to be our highest priority.

In 2016, and again in 2017, Saratoga County was named the "Healthiest County" in New York State.² Saratoga Hospital is proud to be doing our part to contribute to the region's health, especially in the local priority areas of chronic disease and mental health/substance abuse. As this document shows, we continue to successfully support and promote the goals of the New York State Department of Health's Prevention Agenda.

² The Robert Wood Johnson Foundation collaborates with the University of Wisconsin Population Health Institute to publish the information online at countyhealthrankings.org. The rankings are designed to help counties gauge the overall health of residents