



**BROOKS**

*MEMORIAL HOSPITAL*

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# **Community Service Plan**

*Two-Year Update*

# 2011



**Lake Erie**  
REGIONAL HEALTH SYSTEM  
*of New York*

*Brooks Memorial Hospital is an affiliate of the Lake Erie Regional Health System of NY*

In response to NYS Public Health Law regarding the development of Community Service Plans by voluntary, non-profit hospitals, the following is a submission to fulfill the requirements of Section 2803-1 submitted this date, September 15, 2011. Copies of this report can be obtained on the Brooks Memorial Hospital website, or by contacting the BMH Marketing Department at (716) 363-7230.

## **1. MISSION STATEMENT**

*No changes since our last report*

## **2. HOSPITAL SERVICE AREA**

Brooks Memorial Hospital (BMH) is a 65 bed primary acute care hospital located in the City of Dunkirk in Northern Chautauqua County, NY. BMH is an affiliate of the Lake Erie Regional Health System of NY. Based upon historical usage patterns and zip code analysis of discharge data, the hospital's primary service area includes the City & Town of Dunkirk, Villages of Fredonia, Brocton, Cassadaga, Forestville, and the Towns of Pomfret, Portland, Stockton, Sheridan, and Arkwright. The secondary service area includes the Towns of Hanover, Cherry Creek, Villanova and Westfield. 2010 US Census Bureau data (American FactFinder Demographic Profile Data) estimates the population of these combined areas to be 53,906. While the primary and secondary service areas have not changed since the submission of our 2010 report, the population in these areas has. The 2010 Census data shows a small decline in population (142 people) since our last Community Service Plan, when the 2008 population estimates were used.

## **3. PARTICIPANTS & HOSPITAL ROLE**

- **Community Partners**
  - During the Community Health Assessment/Community Service Plan planning process in 2009, Chautauqua County hospitals Brooks Memorial Hospital (BMH), WCA Hospital (WCA), Lake Shore Health Care Center (from the TLC Health Network) and Westfield Memorial Hospital (WMH), joined forces with the Chautauqua County Health Department (CCHD) and the Chautauqua County Health Network (CCHN) to form the Chautauqua County Community Health Planning Team (CCCHPT).
  
- **Role of Brooks Memorial Hospital in the process to identify community health needs**
  - Referencing health, behavior, and Vital Statistics data, community input, and professional input, the CCCHPT identified four Prevention Agenda Priority Areas that encompassed outstanding health issues of Chautauqua County residents. These Priority areas included: Chronic Disease, Physical Activity and Nutrition, Access to Quality Healthcare, and Infectious Disease. Several Brooks staff members participate on the CCCHPT and help shape the teams focus and objectives.
    - The CCCHPT meets on a quarterly basis and as needed. In addition, a Diabetes Task Force was formed in April 2010. Members include the Brooks Memorial Hospital Certified Diabetes Educator, other representatives from each of the county's hospitals, representatives from the Chautauqua County Health Network and the Chautauqua County Health Network, Registered Dietitians, Certified Diabetes Educators and others. Meetings were held on 4/30/09, 6/25/09, 7/30/09 and 8/27/09. The Task Force is targeting several areas including the creation of a common referral form, increased communication and referrals between Primary Care Physicians and local Optometrists, and tracking of AIC data.
  - Brooks Memorial Hospital actively solicits input from the public to help assess community health needs. This input comes from many different areas including the

county-wide community health planning team, patient satisfaction surveys, and public information & community health related news.

#### 4. IDENTIFICATION OF PUBLIC HEALTH PRIORITIES

Using Prevention Agenda goals as a guideline, the CCCHPT set forth goals and objectives for resident health in the priority areas, along with strategies that would allow us to work toward our goals. Actions that were currently being taken by the members, separately or collaboratively, as well as those projected for the future were listed as strategies.

- **Prevention Agenda Priorities**

- Access to Quality Health Care

- **Goals:** Increase the number of persons receiving health care services and coverage in Chautauqua County. By the year 2013, increase the total number of primary care physicians on the Brooks Memorial Hospital Medical Staff by 2. Expand participation in hospital sponsored health care careers activities such as Medical Explorers & Health Care Careers Summer Camp.

- Reducing the Burden of Chronic Disease - Diabetes Self Management

- **Goals:** Reduce diabetes complications in adults in Chautauqua County.

- Physical Activity and Nutrition

- **Goal:** Increase the initiation and duration of breastfeeding. Reduce the prevalence of childhood and adult obesity in Chautauqua County.

- Tobacco Cessation

- **Goals:** Have all hospitals in Chautauqua County Smoke-Free by 2010. 100% of all Brooks Memorial Hospital inpatient admissions screened for smoking status and receive information about smoking cessation. Reduce the prevalence of smoking among Chautauqua County residents.

- Infectious Disease - Immunizations

- **Goals:** Reduce incidence of flu through enhanced immunization and prevention education. To increase the awareness of how illness is spread and to decrease the spread of disease throughout the community.

- **Non-Prevention Agenda Priorities**

- Support Groups
- HealthQuest Community Education Program
- Health Fairs
- Individualized Education

#### 5. UPDATE ON THE PLAN OF ACTION

- Access to Quality Health Care

- Brooks Memorial Hospital successfully recruited and retained a new OB/Gyn physician who will be joining the hospital medical staff in October 2011. In addition, an Ophthalmologist joined the BMH medical staff in August 2011. Also anticipated in October is the addition of two new primary care physicians. These physicians are

joining a local medical group and will act as “hospitalists” for those groups’ patients who are admitted to Brooks.

- The Chautauqua County Health Network, which includes Brooks Memorial Hospital, submitted an application for a Federally Qualified Health Center (FQHC) that would have been located in Dunkirk, NY. Unfortunately, this application was not awarded funding. Other options are being explored.
  - Brooks Memorial Hospital has a facilitated enroller from Fidelis in the hospital every Thursday from 1-4 pm, offering assistance to the public.
  - The very popular “Health Insurance 101” community education program was held on September 14 2011, with 20 people in attendance. This program was part of the Brooks Memorial Hospital HealthQuest series of programs, and featured speakers from the CCHN Get Covered Helpline. A variety of information was presented including types of insurance available, eligibility and the assistance that is available thru the Chautauqua County Health Department. Members of the Brooks Memorial Hospital Business Office were also present to address any hospital-specific questions that the audience had.
  - Brooks Memorial Hospital continues to make referrals to the Get Covered Helpline. This county-wide resource had a total of 501 referrals in 2010, which is down a bit from 2009. County surveys indicate that many individuals cannot afford the coverage that they qualify for through the Helpline. This is expected to have played a role in the reduced call volume.
  - The need for financial assistance continues increase and Brooks Memorial Hospital continues to provide this much needed aid to the community. In 2010 Brooks provided financial assistance on 906 patient accounts at a total of \$643,012.
  - Brooks Memorial Hospital continues to participate in the CCHN’s HWAC committee and sponsored a MECO student during the summer of 2010. This student split his time between Brooks Memorial Hospital and Lake Shore Health Care Center.
  - Brooks participated in one “Medical Student Mixer” sponsored by the CCHN as a way to connect with local youth who are currently attending Medical School. This event was attended by three local medical students who intend to return to the area upon degree completion.
  - Twenty-five students participated in the BMH Medical Explorer Post 222 in 2010-2011, learning about healthcare careers. The vast majority of graduating Explorers are currently attending college for health related professions. Two former Explorers were hired by Brooks in 2010, and are now working as Registered Nurses. One additional Explorer is currently receiving assistance from the Brooks Memorial Hospital Loan Scholarship program as she pursues her nursing degree. Fifteen students from around Chautauqua County participated in the Brooks Annual Health Care Careers Summer Camp in August 2011. Many of these students will go on to be Medical Explorers.
  - Brooks Memorial Hospital continues to provide loan/scholarship and tuition assistance to employees and non-employees pursuing healthcare careers. In 2010, Brooks provided \$16,498.93 to 4 recipients of the hospital’s Loan/Scholarship program, and \$35,179.49 to 4 employees receiving BMH Tuition Assistance. In addition, Brooks Memorial Hospital contributed \$29,114.51 to the SEIU Training Fund.
  - BMH issues taxi vouchers as needed for ER patients in need of transportation.
- Reducing the Burden of Chronic Disease - Diabetes Self Management

- As specifically outlined in the goals and objectives to address the Chronic Disease Priority Area, the CCCHPT supported the development of the Diabetes Task Force (DTF). The DTF, consisting of Registered Dietitians, Certified Diabetes Educators, and representatives from CCHD, CCHN, WMH, BMH, WCA, Nutrition to Go, and the Chautauqua County Office for the Aging, meets monthly since to discuss risk factors in the County that are contributing to elevated diabetes prevalence and mortality rates.

The goals of the DTF are

- to work with optometrists, ophthalmologists, and primary care physicians to improve communications and record keeping.
- to increase referrals to and promote certified diabetes education programs throughout County

Over the past year, the DTF has found that chart audits at local primary care physicians' offices indicate that only 34% of patients with diabetes had an eye exam within the past year. Certified Diabetic Educator evaluation forms indicate that in reality, about 80% of their patients are getting eye exams- suggesting that there is a gap in reporting between optometrists/ophthalmologists and primary care offices.

This disparity is partially due to a glitch in the HEDIS system. Because a yearly dilated eye exam is a standard of medical care, and vital for PCPs in understanding a patient's overall health, the DTF is working to improve the system for reporting and facilitate relationships between these two entities. A meeting was held in early July 2011 to discuss the barriers to good communication. One eyecare practice and 3 primary care practices were represented. The eyecare practice, Spectrum, shared their system for reporting and the optometrist present provided recommendations. Our next steps are to survey eye doctors to evaluate their use of electronic medical records, meet with PCP staff throughout the County to learn what information they want to see from the eye exam, and promote PCP and eyecare practices to use HEALTHeLINK. Once a true baseline is established, the DTF can determine a course for increasing the proportion of patients with diabetes who have had a dilated eye exam within the past year. Measures to track progress will include the percentage of patients with an annual dilated eye exam in their charts, the percentage of optometrists and ophthalmologists in the county who reply to the survey, and the % of optometrists and ophthalmologists and Primary Care Physicians using electronic medical records. The major barrier in addressing this strategy is the difficulty in getting doctors to the table because of their busy schedules.

In March 2011, the Diabetes Task Force was awarded a \$4,000 grant from NACCHO to develop and carry out a coalition-based action plan. The plan has given the DTF more direction and the funding has provided more flexibility for operations.

In July 2011, the DTF partnered with the Chautauqua County Health Network to host the "Defeating Diabetes Expo: An Opportunity to Inform and Inspire." The expo targeted physicians and community agencies, highlighting clinical and preventive initiatives in the County that are working toward diabetes prevention and management improvement. The event was attended by 36 people.

- Over the past 12 months, several HealthQuest programs have been focused around issues relating to Chronic Disease and Diabetes. Brooks Memorial Hospital has held the following programs since September 2011: Diabetic Foot Care, Chronic Disease & Nutrition and Chautauqua County Diabetes Resources.
  - In an effort to help educate young people about kidney disease, Brooks Memorial Hospital and the National Kidney Foundation worked together on a “Kidneys in the Classroom” program with the a local Middle School. 50 area students were present when a BMH Dietitian, NKF Educator and BMH Dialysis patient were the featured speakers in the 7th Grade Science Classes. The program was filled with information and covered such topics as kidney function, kidney disease, diabetes, hypertension, nutrition, obesity, dialysis, and organ donation.
  - One of the most common complications from Diabetes is kidney failure, which often necessitates Dialysis. The Dialysis Unit at Brooks Memorial Hospital continues to provide pre-dialysis counseling for area residents who do not yet need dialysis, but whose kidney function is deteriorating. In 2010 this counseling was provided to 12 area residents, and included information to better self-manage Diabetes to hold off or eliminate the need for dialysis.
  - The Diabetic Educator at Brooks Memorial Hospital continues to provide free, one-on-one counseling for area diabetics. She provided 73 individual sessions in 2010. She also speaks to community groups as needed. In addition, the Diabetic Educator also runs the hospital Diabetes Support Group. Attendance at these meetings varies, but averages about 15 people at each monthly meeting.
- Physical Activity and Nutrition
    - Brooks Memorial Hospital continues to implement programs to improve the rate of breastfeeding moms prior to discharge. In early 2011 a new Breastfeeding Basics course was offered to the community. This free program is open to expectant mothers and provides information on how and why breastfeeding works, positioning, latching, dietary recommendations for breastfeeding mothers, and much more. The program is intended to increase awareness and provide support and encouragement prior to and after delivery to promote healthy children. The program is taught by a Certified Lactation Counselor. To date 24 women have participated in these training sessions. Breastfeeding also continues to be a topic at the Prenatal Classes offered by Brooks Memorial Hospital.
    - In addition, the Brooks Memorial Hospital Obstetrics Department continues to collaborate with the Chautauqua County WIC office with their Peer Counselor Program for breastfeeding moms. Through this program WIC staff has come to Brooks to educate the entire staff about the importance of breastfeeding and the availability of the WIC Peer Counselors. These Counselors are available to WIC moms prior to delivery, while they are in the hospital and after the mom and baby goes home, continuously providing support and education to the breastfeeding mom. Peer Counselors also do on-site WIC referrals for postpartum and expecting mothers and are helping to promote the hospital’s free Breastfeeding Basics classes. Additionally, Brooks is working with the WIC program to make practice changes that support a mother's decision to breastfeed. For example, Brooks used to send home formula samples home with mothers. After working with WIC, Brooks no longer sends home formula samples with mothers who have made the decision to breastfeed, so that a mother is not tempted to switch to

formula when she becomes frustrated. WIC has also provided flyers and posters to the Brooks that encourage mothers to breastfeed.

- Brooks provides Expectant Parent Classes (a series of 4 different weekly sessions) five times per year, providing education on prenatal nutrition, breastfeeding, labor, delivery, new-baby care, infant safety, CPR, etc. In 2010 a total of 75 people attended these classes. A total of 52 people have attended the 4 sessions held so far in 2011.
  - All 20+ members of the Brooks OB staff have received training from a Certified Lactation Counselor. With this uniform training, every staff member on the Unit can provide the moms with the same breastfeeding assistance while they are in the hospital.
  - The OB Staff (formerly made up of all Registered Nurses) has been expanded to include two new OB Technicians. These new OB Techs free up the RN's to provide more care and assistance to the moms. In addition, the OB Techs have also received training from the Lactation Consultant and can assist the moms with breastfeeding.
  - A review of Brooks Memorial Hospitals Healthy People 2010 data pertaining to Breastfeeding in early postpartum shows that in 2009, the moms delivering 64.38% of the babies were breastfeeding their babies when they left the hospital. In 2010, this number decreased slightly to 64.04% and so far for 2011, it is 56.39%. This decline in breastfeeding mirrors statewide declines in breastfeeding, as evidenced in the CDC's 2010 Breastfeeding Report Card (based on births in 2008).
  - The Employee Health Department at Brooks has partnered with Weight Watchers to offer a Weight Watcher at Work program for employee.
- Tobacco Cessation
    - Smoking Cessation referrals were provided to 38 Brooks Memorial Hospital employees and their family members in 2010. So far in 2011, 12 referrals have been provided. Beginning September 15, a new series of employee smoking cessation classes will begin at Brooks. There are currently 10 people signed up for these sessions.
    - The Brooks Memorial Hospital Employee Health Nurse was certified in Tobacco Cessation Counseling in March 2011.
    - Brooks Memorial Hospital screens 100% of inpatients to identify patients that have smoked cigarettes in the previous 12 months. The CCCHPT hospitals and the CCHD continue to promote the "5A's" 2-minute intervention and provide referrals to the NYS Smokers' Quitline.
    - Brooks Memorial Hospital measures compliance with providing smoking cessation education for inpatients admitted for Pneumonia, Congestive Heart Failure and Acute Myocardial Infarction. HospitalCompare Data (updated August 5, 2011) shows Brooks Memorial Hospital's rates of smoking cessation education for these patients at 100%, 75% and 77%, respectively. This is below our target of 95%.
  - Infectious Disease - Immunizations
    - Since our last report, two Community Flu Clinics were held by Brooks Memorial Hospital (at a HealthQuest program on 9/10/10 and at the Dunkirk Salvation Army on 11/13/10) Brooks vaccinated a total of 160 community members at these events. Approximately 886 doses of seasonal flu vaccine and at least 4,162 doses of H1N1 influenza vaccine were administered in 2010. Not all doses could be accounted for due to the fire at the Dunkirk Clinic in February.
    - The Influenza vaccination rate for Brooks Memorial Hospital employees continues to improve. In 2009 329 employees (approximately 67% of hospital employees) were

vaccinated against seasonal and/or H1N1 flu, and in 2010, 380 employees (approximately 78% of all employees) and 25 volunteers were immunized. This improvement is due to increased employee education and the implementation of a new mobile vaccination cart bringing the flu shots to employees where they work in the hospital. The goal for employee flu shots remains at 100%.

- 50 hospital employees were received the TDap vaccination in 2011.

- Support Groups

- Five Support Groups continue to meet at Brooks Memorial Hospital, offering assistance on a variety of topics (Breast Cancer, Grief, Diabetes, Mending Hearts, and Bereaved Parents). These groups are promoted by the hospital on its website and in local community calendars.

- HealthQuest Programs

- The majority of HealthQuest Community education programs focus on Prevention Agenda Priorities, and attendance at these free health education seminars continues to be good, with a total of 213 community members attending the 9 programs held in 2010. So far in 2011, 151 people have attended the 6 programs held to date (Updates in General Surgery, Vascular Medicine Update, Stroke, Diabetes Resources, Chronic Disease & Nutrition, and Patient Empowerment.)
- The February 2011 HealthQuest program also included free vascular screening at the event. 74 participants received carotid artery screening, abdominal aortic aneurysm screening and ABI screening for peripheral arterial disease.

- Health Fairs

- Continue to participate in several area health fairs and community events.

- Individualized Education

- Approximately 25 people per month (patients & family) participate in the free Joint Education Classes offered by Brooks Memorial Hospital.
- Approximately 24 community members per month come to Brooks to meet with the hospital's Diabetic Educator, or call for a free phone consultation.
- Approximately 1 community member come to Brooks each month to meet with the Dialysis Nurse Manager. These are individuals who have been diagnosed with stage 4-5 chronic kidney disease, and come in for this free counseling to learn how to best maintain their kidney function and potentially avoid the need for dialysis.
- The hospital's Certified Lactation Counselor counsels approximately 50 women per month (via discharge phone calls), providing support and guidance relating to breastfeeding. In addition approximately 9 women (and partners) come into the Lactation Counselor's office each month to receive free, one-on-one counseling and instruction pertaining to breast feeding.

## **6. DISSEMINATION OF THE REPORT TO THE PUBLIC**

The Brooks Memorial Hospital Community Service Plan 1 Year Update will be posted on the hospital website and will be available at <http://www.brookshospital.org/documents/BMHCSP.pdf>. A press release regarding the Community Service Plan will be run in the local papers and will provide information about how readers can obtain and/or view the hospital's One Year CSP Update.

## **7. CHANGES IMPACTING COMMUNITY HEALTH, PROVISION OF CHARITY CARE, AND ACCESS TO SERVICES**

Challenges continuing to fact Brooks Memorial Hospital include the current economic environment, along with federal and state budget cuts. Helping to alleviate these challenges is the hospital's recent affiliation with the TLC Health Network through the auspices of the Lake Erie Regional Health System of NY (LERHSNY), an active parent corporation that is now governing both organizations in accordance with the legislative intent of the NYS Commission on Health Care Facilities in the 21<sup>st</sup>. Century (aka the Berger Commission)

Whereas Brooks and TLC Health Network both provide important core services, each entity also provides unique, yet complementary programs and services. Through this coordinated, regional approach, the LERHSNY organizations will be able to more efficiently and effectively serve the needs of the collective community in support of our efforts to achieve the best possible quality outcomes. In addition to the improved clinical quality and economic efficiencies, anticipated benefits include the ability to attract and retain highly qualified physicians and health care professionals across of all disciplines.

## **8. FINANCIAL AID PROGRAM**

The Financial Aid policy currently in use at Brooks Memorial Hospital goes beyond the minimum requirements set by New York State, providing assistance to patients who live outside of our defined service area and even those who do not apply on their own. Information about the hospital's Financial Assistance Policy is provided upon admission, is posted on the hospital website, throughout the hospital, and provided through the Chautauqua County Health Network. Nurse Managers in the hospital have also been in-serviced about the Financial Aid program so that they can provide information to patients as well.

Brooks Memorial Hospital has experienced both success and challenges in providing financial assistance to the community it serves. The increased awareness and utilization of the program is one of the biggest successes. The number of patient accounts receiving financial assistance increased 20% from 2009 to 2010. Financial assistance was provided on 902 accounts in 2010, for a total of \$643,012.00. Business Office staffing has remained unchanged, so the increasing demand for financial assistance has been a challenge for staff..

An increase in the number of self-directed high-deductible insurance plans is also continuing to be an ongoing challenge. More and more people are defaulting on the higher deductibles and co-pays that come with this type of insurance, and these charges are often written off through the Financial Aid program. The current economy and unemployment situation offers no relief in this area and Brooks anticipates that this trend will be continuing, even as hospital reimbursements and financial stability decline. Cash flow can be considered a challenge.

Brooks shares and gathers "best practice" information in a variety of ways including participation in the Healthcare Financial Management Association. Hospital staff also meets regularly with county social service agencies and counterparts at local hospitals to keep abreast of local, state, and national trends and practices pertaining to financial assistance.