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Benedictine Hospital • The Kingston Hospital • Margaretville Hospital

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## 2009 Community Service Plan



Benedictine  
Hospital

Member of HealthAlliance  
of the Hudson Valley™

**K** The  
Kingston  
Hospital

Member of HealthAlliance  
of the Hudson Valley™

**M**  
Margaretville  
Hospital

Member of HealthAlliance  
of the Hudson Valley™

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## **Background**

HealthAlliance of the Hudson Valley™ is the newly approved active parent effective March 11, 2009 of The Kingston Hospital, Benedictine Hospital and Margaretville Hospital. The new parent company was formed in compliance with the Berger Commission mandate to form a corporate alliance between The Kingston Hospital and Benedictine Hospital. The two Hospitals signed a Master Alignment Agreement that stipulates: Benedictine will remain a Catholic Hospital; The Kingston Hospital will remain a secular hospital; non-emergency, elective abortions and sterilizations will be performed by a separate corporation located in proximity to The Kingston Hospital; and that both Hospitals will be governed by a new, common active parent.

The two Hospitals jointly engaged the Weiser Group to conduct a bed-need analysis and clinical consolidation study and made a recommendation for use in the HEAL 4 grant application. The Boards of both Hospitals approved the following recommendations: each campus would eventually be licensed for 150 beds; clinical and non-clinical duplication will be eliminated to the extent possible; The Kingston Hospital will become the General Acute Care campus; and Benedictine will become the Specialty Acute Care campus. The Hospitals received funding through the HEAL 4 grant process to being to implement the clinical consolidation.

The Kingston Hospital and Benedictine Hospital administration have started to consolidate and integrate non-clinical functions to reduce operating costs for both hospitals. During the integration analysis, it became clear that there is critical need to integrate and upgrade Information Systems and to complete the move toward a full, electronic medical record system. This is necessary to facilitate consistent systems for the physicians practicing medicine in the new HealthAlliance organization, as well as to reduce medical errors and improve patient safety.

## **Mission Statement for Benedictine Hospital**

“Care of the sick must rank above and before all else, so that they may truly be served as Christ...”

Faithful to the Gospel values of its Roman Catholic heritage and its over 1500 year-old Benedictine tradition of hospitality, community, stewardship, respect of persons, and peace, Benedictine Hospital is dedicated to the provision of healthcare services through the use of available resources to meet the needs of the people who come for care. As part of its healing ministry, Benedictine Hospital upholds the sacredness of life at all stages, recognizes the dignity of each person, and provides for the spiritual, as well as the physical needs of those it serves.

No revisions have been made to the mission statement.

## **Mission Statement for The Kingston Hospital**

The Kingston Hospital is a non-sectarian, not-for-profit institution whose sole reason for existence is to serve the healthcare needs of all people in our community. We accomplish this through dedicated, competent staff providing accessible, patient-focused care guided by a commitment to continuous improvement.

No revisions have been made to the mission statement.

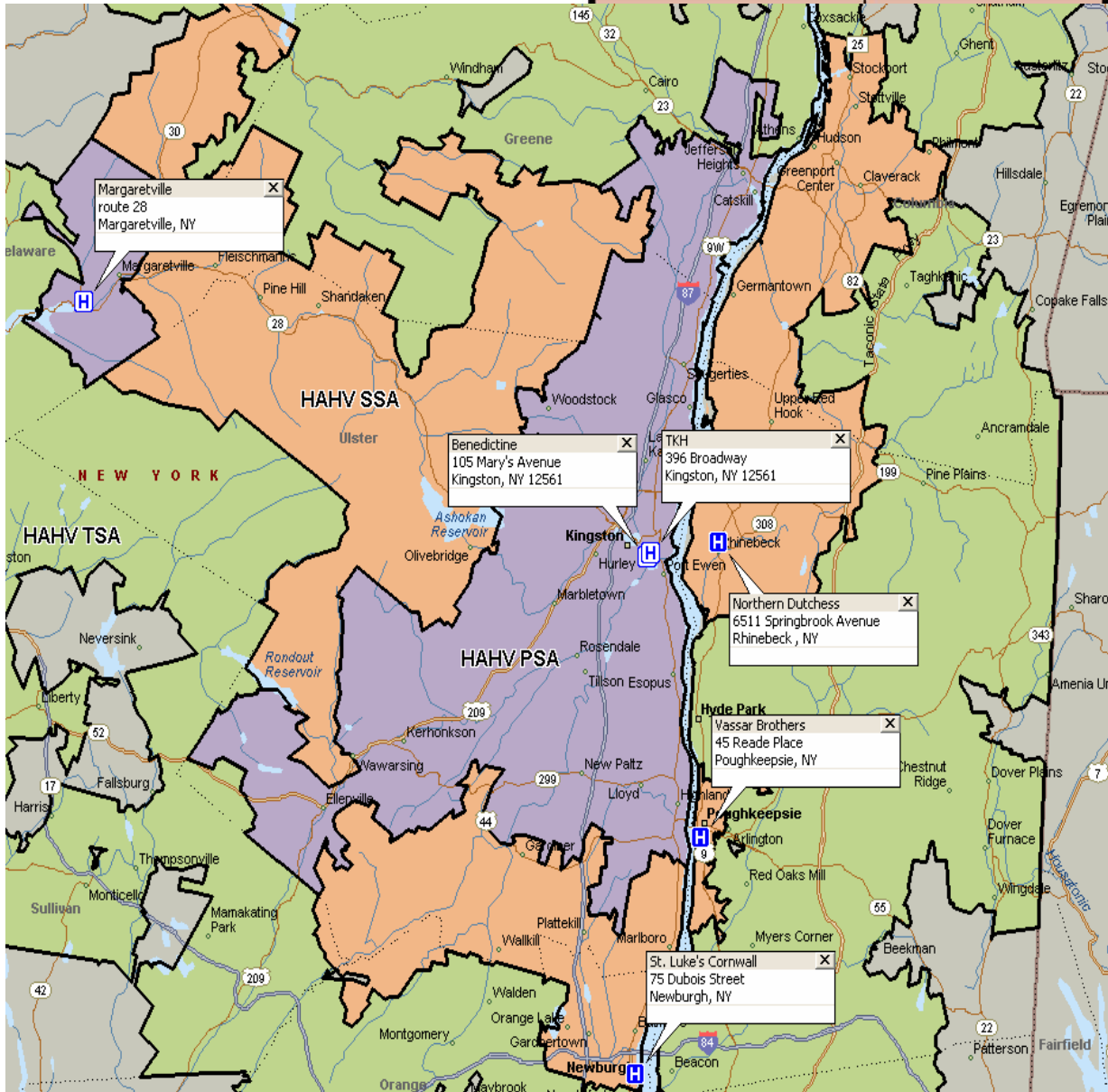
## **Mission Statement for Margaretville Hospital**

Margaretville Hospital is a rural Critical Access Hospital whose mission is to provide immediate access to high quality medical care and diagnostic testing services to medically underserved areas in the Catskill Mountains. Margaretville Hospital provides linkages to high tech and specialty medical care through an active relationship with the HealthAlliance Hospitals.

No revisions have been made to the mission statement.

# Service Area

Service Area	Definition
Primary	Top 75% of Discharges
Secondary	Next 15% of Discharges



The primary service area is determined by zip codes including the hospitals geographic location and surrounding areas. Overall, population for the primary service area will grow by 1.3% over the next 5 years, compared to the U.S. growth of 4.9%. Pre Medicare and Medicare populations show the fastest growth, both at about 13%. Women of child-bearing years and pediatric populations show significant decline.

# **Public Participation & Assessment of Public Health Priorities**

## ***Benedictine Hospital and The Kingston Hospital, Ulster County***

In collaboration with the Department of Health of Ulster County, three public health priorities were identified:

- 1) Access to Quality Healthcare
- 2) Healthy Mothers, Healthy Babies
- 3) Chronic Disease

### Access to Quality Healthcare

HealthAlliance offers a walk-in healthcare facility in Kingston, N.Y. in Ulster County. It is specially designed to serve patients in our community for immediate non-emergency medical care and serves the uninsured as well as the insured.

The hospitals provide several options for patients who either do not have insurance coverage or who have inadequate insurance coverage. We offer a discounted self-pay policy and will automatically discount your bill. We also offer payment plan arrangements and provide financial counseling and will also connect patients to outside support if needed.

### Healthy Mothers, Healthy Babies

Benedictine and The Kingston Hospital combined their maternity units into one brand new unit located at The Kingston Hospital Campus named “The Family Birth Place.” With this new alignment of services, many programs and support groups are offered. We provide many educational training programs such as: Childbirth Education Classes, Infant CPR, Sibling Preparation Classes, Mother’s Club (support group) and Breastfeeding Classes.

The programs are offered every week and are promoted throughout the community.

### Chronic Disease

Benedictine and The Kingston Hospitals have an education center dedicated to Diabetes Education. Lead by a Certified Diabetes Educator, our center provides education and training to children and adults with Type 1, Type 2 Gestational or Pre-Diabetes. They are committed to providing patients with the skills and knowledge necessary to manage their diabetes and live a healthy life free of complications.

A support group is also offered every week and is free to the public.

## *Margaretville Hospital, Delaware County*

Public focus groups were conducted on August 10 and 11 throughout the service area townships to gain insight from consumers to identify the most pressing healthcare issues. The two other Critical Access Hospitals in Delaware County were consulted regarding their identified priority healthcare needs, with additional input received from the local Public Health Department, area community healthcare practitioners, our own acute care and family health center physicians, as well as our Emergency Department physicians and providers.

The public health priorities selected are:

- 1) Access to Quality Healthcare
- 2) Physical Activity and Nutrition

Selection was achieved through the discussions and analysis of patient hospital census data, identified chronic disease management issues especially for diabetes, obesity, cardiac disease, respiratory disease, drug and alcohol addiction, and cancer, and consumer expression of need for increased availability of dentists, primary care physicians and specialists. It was decided that a more proactive focus on disease prevention was ascertained to be a root cause approach for improving personal accountability and actively choosing to live a healthier lifestyle.

### Access to Quality Healthcare

Margaretville Hospital offers a mobile van to promote community wellness on site at area workplaces, senior centers, fairs and other public events, and community organizations. This helps extend the reach and availability of many of the services and resources provided at the hospital. We will continue to enhance the reach of our mobile van for better access to quality care.

### Physical Activity and Nutrition

We have formed a wellness committee whose mission is to educate the community on wellness including physical activity and nutrition. The committee attends many local events and fairs to promote the wellness initiative.

## **Three Year Plan of Action**

HealthAlliance of the Hudson Valley™, as a newly formed entity, is in the process of a rigorous strategic planning process. The final product will result in a strategic direction for the organization, including quality improvement, employee, physician and community engagement, targeted growth areas and other operational improvements. Although this organizational plan is still in draft form, several critical priorities directly relevant to a community service plan arose out of the planning meetings. These strategies and tactics will provide the direction for HealthAlliance as it further engages its service area and

constituents, as well as provides resources to improve the education and screening for prevalent diseases and ailments.

HealthAlliance will continue to reach out to the local health departments to enhance coordination between the organizations and will work with local business and communities groups to increase awareness of current and future programs. Finally, much work will be done with local physicians to align HealthAlliance community engagement and service.

## **Financial Aid Program**

HealthAlliance provides several options for patients who either do not have insurance coverage or who have inadequate insurance coverage. Our many programs have been very successful and many have taken advantage of our offerings. Financial counseling is utilized quite often. It offers the patient a one on one opportunity to address their financial obstacles and together we provide the right program to fit their needs. Patients often shop around for the most economical healthcare and we offer price quotes. This allows the patient to know up front of their financial obligation and shows we offer competitive pricing.

Our call in center is answered by a person and not a recording. This allows a more personalized approach and has been very successful.

Our biggest challenge is patients not utilizing the programs we offer. Often they don't want to provide the necessary financial information to initiate the financial aid process. This continues to be a challenge we are working hard to overcome.

HealthAlliance is committed to providing the best possible healthcare and is very sensitive to low-income patients' ability to pay.

## **Changes Impacting Community Health/Provision of Charity Care/Access to Services**

HealthAlliance continues to educate the community on the changes taking place at all three hospitals. We are aligning services, changing locations of services and enhancing many departments. The changes impact our community healthcare significantly. We continue to educate and communicate with the community to alleviate confusion.

While the physical changes to the campuses are dramatic, they are designed to increase and improve access to healthcare in our community. Additionally, we have always provided significant levels of charity care and will continue to do so.