

Margaretville Memorial Hospital
2019 - 2021
COMMUNITY SERVICE PLAN



**Margaretville
Hospital**

Westchester Medical Center Health Network

42084 NY-28, Margaretville, NY 12455

Margaretville Memorial Hospital

2019 - 2021 Community Service Plan

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Margaretville Memorial Hospital

1. Mission Statement

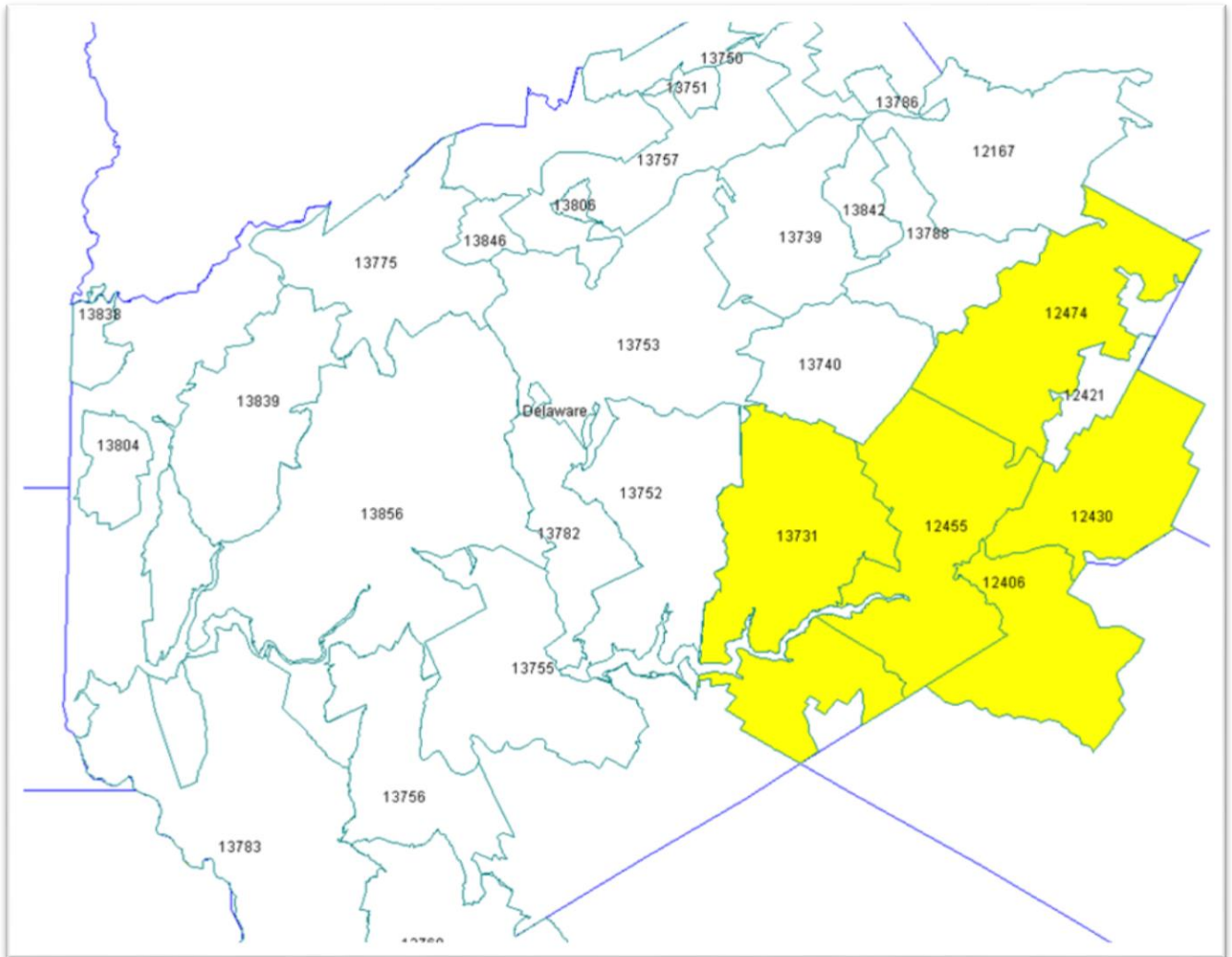
Margaretville Memorial Hospital (Margaretville Hospital), an affiliate of HealthAlliance of the Hudson Valley (HealthAlliance), a member of the Westchester Medical Center Health Network (WMC Health) is a rural Critical Access Hospital whose mission is to provide immediate access to high quality medical 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 HealthAlliance and WMC Health.

Margaretville Hospital is the Delaware County affiliate of HealthAlliance, a multi-campus health care system consisting of HealthAlliance Hospital's Mary's Ave. and Broadway campuses in Kingston, NY, and Margaretville Hospital, which is co-located on a single campus in Margaretville, NY (Delaware County), with the Mountainside Residential Care Center, a skilled nursing facility.

2. Definition and Brief Description of Community Served

HealthAlliance defines its primary service area by a federal definition that consists of the top 75% of hospital discharges from the lowest number of contiguous zip codes. Margaretville hospital serves the communities of Margaretville, Arkville, Andes, Fleischmanns, Roxbury, Halcott Center, Halcottsville, and New Kingston. Due to the geographical location of acute care hospitals affiliated with HealthAlliance, there are two distinct primary services areas within Ulster and Delaware Counties, though not encompassing all of each county. For operational and community needs development, HealthAlliance regards these two service areas as a single primary service area with the predominant population in Ulster County. However, for the purposes of this document, which will align with the Delaware County Community Health Assessment and the Community Health Improvement Plan, we will present the information pertaining to the Margaretville Hospital service area, located in Delaware County and described in the beginning of this section.

Map 1: Margaretville Hospital's Service Area



Other community health services and resources available in Delaware County include 23 ambulance services, mostly consisting of volunteer membership. In addition to Margaretville Hospital, there are three other hospitals, operated by two other healthcare systems: Delaware Valley Hospital affiliated with United Health Services, as well as O'Connor Hospital affiliated with the Bassett Healthcare Network. Additionally, there are three nursing homes in the county, 15 primary care offices including health centers and private physician offices, 15 locations and 9 full-time equivalent dentists, and two mental health clinics with multiple locations within the county.

Delaware County covers 1,442 square miles in upstate New York, belonging to both the Southern Tier region and the Catskill Mountain range. Delaware County is the fourth largest county in New York by area and is the sixth most rural with a population density of 33 persons per square mile.

The county includes the Catskill/Delaware Watershed, which is the largest unfiltered drinking water supply in the United States. The watershed region encompasses the central and eastern sections of Delaware County and includes roughly 65% of the county’s land area and 11 of its 19 townships. Approximately 55% of Delaware County’s population lies within the Watershed. Based on the 2010 Census, the population of Delaware County is 47,840, 50.2% male and 49.8% female. In 2013, the population decreased to 46,772, representing a 2.3% reduction in population (Table 1). At the time of the 2010 Census, 9,405 people were less than 18 (19.6%), 38,575 were 18 and over (80.4%) and 9,331, were 65 and over (19.4%). It is estimated that 46.5% of the total population is 45 years of age or older.

Table 1: Population Change in Delaware County, 2010 – 2013

Geographic Area	2010	2013	Percent Change 2010-2013
Delaware County	47,840	46,772	- 2.3%
New York State	19,378,102	19,795,791	+2.15%

Source: <http://www.fedstats.gov/qf/states/36/36025.html>
<http://quickfacts.census.gov/qfd/states/36/36025.html>

A majority of Delaware County residents over the age of 15 are married (72.5%), followed by never married (42%); separated (2.8%), widowed (2%), and divorced (1.8%) make up a smaller portion of the population. Delaware County’s population is 95% White, 2.1% Black or African-American, 0.4% American Indian/Eskimo, 0.10% Asian, and 4% of Hispanic Origin (U.S. Census Bureau Population Estimates July 2018).

In 2018, the median family income in Delaware County, \$44,617, is less than New York State’s at \$58,687. According to the NYS Poverty Report released in March 2015, the population below the poverty line was 16.4%, higher than the rate of 15.9% for New York. Notably, the percentage of children living below the poverty line has increased between 2000 and 2013 from 18% to

22%. The communities of Davenport (33.8%) and Walton (35.1%) have the highest rates of child poverty in Delaware County (U.S. Census Bureau, 2009-2013 American Community Survey).

Based on the NYS Department of Health Behavioral Health Survey from 2013-2014, 83.9% of the population has healthcare coverage compared to 88.7% in the Southern Tier and 84.7% in the Mohawk Valley region, with only 62.2% of Delaware County adults aged 18-64 visiting a doctor for a routine checkup. Accordingly, 8.7% of residents reported not receiving medical care in the past year because of cost, compared to 10.0% in the Southern Tier, 12.2% in the Mohawk Valley region, and 13.1% in New York State.

3. Public Participation

The Community Service Plan has taken into account input from persons who represent the broad interests of the community served by Margaretville Hospital. Through collaboration with Delaware County Public Health, the other hospitals representing Delaware County, and the Southern Tier Population Health Improvement Program, Margaretville Hospital aligned together to address two Prevention Agenda priorities.

The primary proactive means for receiving community input was through the Regional Assessment conducted by the Southern Tier Population Health Improvement Program (PHIP). In the Southern Tier, PHIP covers five counties including Delaware County. In order to inform the direction of the Southern Tier PHIP, also known as Health Action Priorities Network (HAPN), the team conducted a regional health assessment utilizing stakeholder interviews and consumer focus groups. The information from this assessment that specifically refers to Delaware County was utilized to direct the selection of the public health priorities for Margaretville Hospital.

From June 2018 through January 2019, structured interviews in Delaware County were conducted with professionals working in diverse fields such as health care, education, transportation, economic development, mental health, law enforcement and elected officials, among others. The interview questions, 10 key questions and five secondary questions, centered on health disparities, key barriers to addressing them, and gaps in service provision.

Consumers' input was sought through focus groups which were conducted from January through March of 2019. Population Health Coordinators met with pre-existing groups including support groups, service clubs, parent groups and senior meals. HAPN/PHIP Southern Tier conducted focus groups in Delaware County. They were asked about their experiences with health and

health care delivery. Responses from the focus groups were collected by note-takers and summarized qualitatively by the Population Health Coordinators.

In addition, Margaretville Hospital is an active participant in Delaware County's Community Health Improvement Plan process. This process included input and suggestions from Delaware County Public Health, Delaware Valley Hospital, Margaretville Hospital, O'Connor Hospital, and the Southern Tier PHIP.

4. Assessment and Selection of Public Health Priorities

Following the public participation and input period, the health priorities were chosen based upon the application of the following five criteria:

1. The priority area was identified by at least two of three of the primary information sources: Margaretville Hospital Community Service Plan and Delaware County's Community Health Assessments.
2. The priority area was consistent with the current NYS Department of Health Prevention Agenda Areas;
3. The priority area was supported by data showing health status indicators or health needs were either below the averages for New York State or for the Margaretville service area based on the Delaware County Community Health Improvement Plan.
4. The degree of aberration from National Healthy People 2020 goals and / or from NYS Prevention Agenda objectives; and
5. The priority area was identified/ recommended during the public input process.

Margaretville Hospital involved key members of the Hospital Team in the assessment and selection of its health priorities. After identification of the criteria for priority selection, a work group was convened by the Delaware County Public Health Department which included Margaretville Hospital affiliated with Health Alliance of the Hudson Valley and Westchester Medical Center Health, Delaware Valley Hospital affiliated with United Health Services, Bassett Healthcare Network O'Connor Hospital, as well as the Southern Tier PHIP. Through this work group, the data from the community engagement sessions, as well as the hospital and county health department community health assessments, were aligned with the priorities outlined by the NYS 2019-2024 Prevention Agenda.

Additionally, the rationale for choice of priorities was based on available resources and capacity to address the priority. Opportunity for development of collaborative interventions by Margaretville Hospital, the Delaware County Public Health Department and other community partners, was also considered.

Through the collaboration described above with county public health and community-based organizations, Margaretville Hospital aligned together to select two Prevention Agenda Priorities.

- a. Prevent Chronic Disease
- b. Promote Mental Health and Prevent Substance Abuse

Both of the Community Health Needs Assessment (CHNA) 2019 priorities are from the NYS Prevention Agenda 2019-2024. Margaretville Hospital participated in a workgroup consisting of the three local health systems and the county Public Health department to identify focus areas, and objectives for each of the Agenda Priorities jointly identified by the hospital and collaborators:

Priority 1: Prevent Chronic Disease

Focus Area 1: Healthy eating and food security

Goal 1.3: Increase food security

Objective 1.13: Increase the % of adults with perceived food security.

Focus Area 3: Tobacco Prevention

Goal 3.2: Promote tobacco use cessation

Objective: 3.2.2 Use health communications and media opportunities to promote the treatment of tobacco dependence by targeting smokers with emotional evocative and graphic messages to encourage evidence-based quit attempts, to increase awareness of available cessation benefits.

Focus Area 4: Preventive Care and management.

Goal 4.4: In the community setting, improve self-management skills for individuals with chronic diseases, including asthma, arthritis, cardiovascular disease, diabetes and pre-diabetes and obesity.

Objective 4.4.1: Increase the % of adults with chronic conditions who have taken a course or class to learn how to manage their condition.

Priority 2: Promote Well-Being and Prevent Mental Health and Substance Use Disorders

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.2: Prevent opioid and other substance misuse and deaths.

Objective 2.2.4: Reduce all E.D. visits (including outpatient and admitted patients) involving one opioid overdose.

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.3: Prevent and address adverse childhood experiences (ACES)

Objective 2.3.3: Increase communities reached by opportunities to build resilience by at least 10 percent

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.5: Prevent Suicides

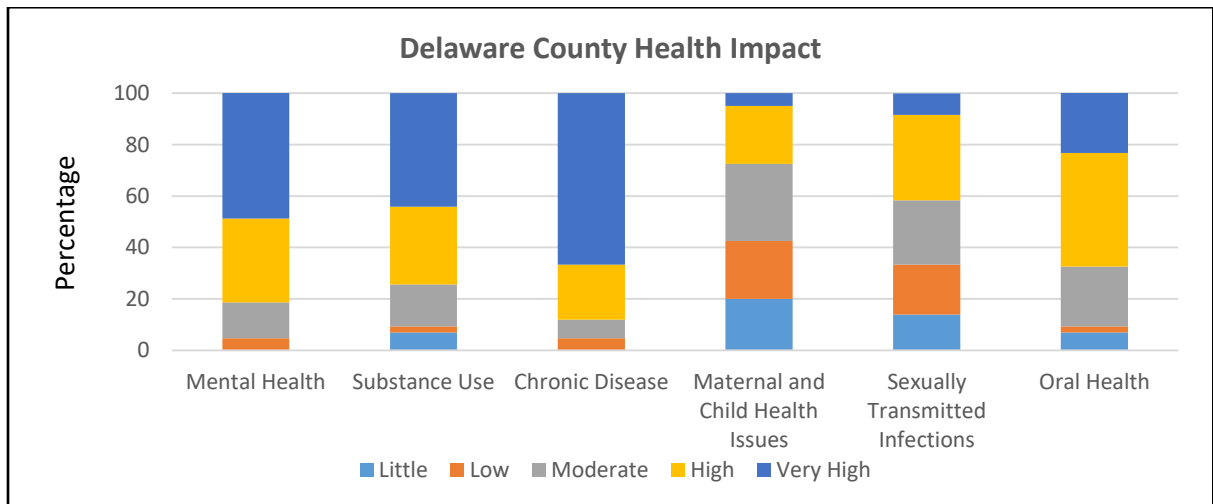
Objective 2.5.4: Build support systems to care for opioid users or at risk of an overdose

The disparate population to be addressed in our efforts includes low-income residents of rural areas in Delaware County.

Data to support the rationale behind the choice of priorities, focus areas, objectives and the disparity to be addressed include:

- Delaware County is the 5th most rural county in New York with a population density of 32.3 persons per square mile; median family income in Delaware County, \$44,617, is less than New York State's at \$58,687, a difference of \$14,000.
- According to the Southern Tier HAPN/PHIP Regional Assessment, Delaware County stakeholders felt that chronic disease has the highest impact on health, followed closely by Mental Health and Substance Use (Graph 1).

Graph 1



Source: Southern Tier Health Action Priorities Network, 2015-2016 Regional Assessment

- According to the New York State Prevention Agenda Dashboard, 33% of adults are overweight, and 26% of adults are obese in Delaware County, whereas 37.7% of children Pre-K to 10th grade are considered overweight or obese. Moreover, the New York State Expanded Behavioral Risk Factor Surveillance Survey reports that 25% of Delaware County adults do not participate in leisure time physical activity. The data points mentioned led to our focus on chronic disease.
- Cancer death is the second leading cause of death in Delaware County. Lung cancer is the leading cause of cancer death among men and women in Delaware County. The second leading cause of death in women is breast cancer.
- The number of individuals admitted to the Delaware County Alcohol and Drug Abuse Services program for heroin and other opiate use has been increasing over the last ten years. The trend has begun to stabilize in the last few years. However, heroin and opiate users still represent a greater percentage of patients than previously.
- New York State Prevention Agenda data indicates that the suicide rate for Delaware County has been on an upward trend since 2008, far surpassing upstate New York with a rate of 18.5 suicide deaths per 100,000 in 2014. Usage of the Drug Abuse Clinic and Mental Health Clinic in Delaware County has steadily increased, which a greater percentage of patients seeking treatment for opiate addiction.

Rationale for Priority Areas Not Chosen

The New York State Prevention Agenda outlines three other priority areas that were not selected as priorities for the Margaretville hospital 2019-2021 Community Service Plan: Promote a Healthy and Safe Environment, Promote Healthy Women, Infants and Children, and Prevent Communicable Diseases. Although all of these merit focus for improving population health, they were not selected due to the limited amount of resources available to address these issues and the relative severity of need demonstrated for the priority areas that were chosen.

Information Gaps Limiting Hospital Facility's Ability to Assess the Community's Health Needs

Three major and distinct health systems serve sections of Delaware County – Delaware Valley Hospital affiliated with United Health Services, Margaretville Hospital affiliated with HealthAlliance and WMC Health and O'Connor affiliated with Bassett Healthcare Network. The challenges of communication across systems can lead to care coordination for patients with complex health conditions. Additionally, there is little to no communication between mental health, hospital or primary care providers, further inhibiting communication between systems. These challenges in communication for patients translate to difficulties in assessing the community's health needs. As there are three Delivery System Reform Incentive Payment (DSRIP) Program Performing Provider Systems (PPS) aligned with the hospital systems, this creates further difficulty in determining assets, needs and community priorities. All three PPS performed Community Needs Assessments which include Delaware County, all of which produced different results. These PPS are now participating in different projects, which create challenges in coordination across Delaware County.

6. Implementation Three Year Plan

Priority 1: Prevent Chronic Disease

Focus Area 1: Healthy eating and food security

Goal 1.3: Increase food security

Objective 1.13: Increase the % of adults with perceived food security.

Community Based Strategy and Commitment of Resources: The dietary department at Margaretville Hospital/MRCC will design and implement a food program designed to address food insecurity for inpatients (acute, observation and swing bed). The goal is for the dietitians, upon interview and screening, to identify patients with limited food access or possible food insecurity. They will establish a patient referral process to public health nutrition program such as WIC, SNAP or local food emergency services or food pantry prior to patients discharge.

Focus Area 3: Tobacco Prevention

Goal 3.2: Promote tobacco use cessation

Objective: 3.2.2 Use health communications and media opportunities to promote the treatment of tobacco dependence by targeting smokers with emotional evocative and graphic messages to encourage evidence-based quit attempts, to increase awareness of available cessation benefits.

Community Based Strategy and Commitment of Resources: Margaretville Hospital will partner with the HealthAlliance Marketing Department and Tobacco-Free Action Coalition to develop annual campaigns targeting current tobacco users in the community and our own facilities on the harm of smoking. In addition, we provide information through various messaging channels to include email, social media, earned media, and message boards.

Focus Area 4: Preventive Care and management.

Goal 4.4: In the community setting, improve self-management skills for individuals with chronic diseases, including asthma, arthritis, cardiovascular disease, diabetes and pre-diabetes and obesity.

Objective 4.4.1: Increase the % of adults with chronic conditions who have taken a course or class to learn how to manage their condition.

Community Based Strategy and Commitment of Resources: Margaretville Hospital will provide COPD education classes including a focus on self-management. Margaretville Hospital will also promote and support the Chronic Disease Self-Management Program (CDSMP) classes taking place in Delaware County.

Priority 2: Promote Well-Being and Prevent Mental Health and Substance Use Disorders

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.2: Prevent opioid and other substance misuse and deaths.

Objective 2.2.4: Reduce all E.D. visits (including outpatient and admitted patients) involving one opioid overdose.

Community Based Strategy and Commitment of Resources: Margaretville Hospital will actively participate in the Catskills Addiction Coalition as the fiduciary member and recipient of the Rural Communities Opioid Response Planning grant for 2019 to 2020. In addition, the hospital will participate in the Delaware County Opioid Task Force and openly share OCH data with the Delaware County Public Health Department on number of patients reporting to E.D. with substance abuse issues for collaboration and appropriate access to services among community partners. Additionally, work towards receiving a three-year HRSA implementation grant to implement programs of the Catskills Addiction Coalition. Devote resources and attention of staff and leadership to collaborating with other community organizations on creative solutions.

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.3: Prevent and address adverse childhood experiences (ACES)

Objective 2.3.3: Increase communities reached by opportunities to build resilience by at least 10 percent

Community Based Strategy and Commitment of Resources: Margaretville Hospital will partner with HealthAlliance's Youth Mental Health First Aid Program to deliver the training to a variety of organizations and overall public through a variety of outreach and network building. In addition, the ultimate goal is to help drive referrals of youth needing additional support from clinicians.

Focus Area 2: Mental and Substance Use Disorders Prevention

Goal 2.5: Prevent Suicides

Objective 2.5.4: Build support systems to care for opioid users or at risk of an overdose

Community Based strategy and Commitment of Resources: Margaretville Hospital will host QPR training at least once annually for Margaretville Hospital staff and four times annually throughout Delaware County in conjunction with the Delaware County Suicide Prevention. We will seek to train to identify and refer to appropriate community organizations and internal staff for preventative steps to be taken.

7. Dissemination to the Public

Margaretville Hospital will post the Hospital Community Service Plan on its website. News and events related to the interventions will also be posted. Margaretville Hospital's website address is <https://www.hahv.org/community-health-needs-assessments>

8. Process to Maintain Engagement, Track Progress, and Make Mid-Course Corrections

For the community based strategies, Margaretville Hospital will continue to actively participate in a work group consisting of the Public Health Department and three other local hospitals for the purposes of maintaining engagement with local partners over the next three year period. Initially, meetings will be held on a quarterly basis, however frequency will be revisited throughout the timeframe to ensure that the meetings are meeting the needs of all partners.

Progress will be tracked by the work group Margaretville Hospital is actively participating in. Annually hospital leadership presents an update to the hospital's board of trustees noting specific achievements and barriers to implementation. Antidotal feedback will be in work group meetings, meetings involving health and wellness groups such as the Suicide Prevention Network of Delaware County, and from patients and individuals participating in interventions, allowing continual review of the Community Service Plan tasks and mid-course corrections when required. Periodic public notices will be posted on the hospital website. Finally, as available, local, state and national health status indicators will be reviewed.

Margaretville Hospital Board Approval on Thursday, November 7, 2019.