

*Advanced medicine.  
Compassionate care.*

# Alice Hyde Medical Center 2007 Community Service Plan Annual Implementation Report

133 Park Street, Malone, New York

**518-483-3000**

**1-800-724-0479**

Hearing Impaired TTD# 518-481-2402

**alicehyde.com**



**Alice Hyde Medical Center**

an affiliate of Fletcher Allen Health Care 

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## I. INTRODUCTION

**A**lice Hyde Medical Center, (AHMC) located in Malone, New York, is comprised of a 76-bed acute care facility and the Alice Hyde Nursing Home, a 75-bed long-term care facility, as well as specialty care services including four family health centers, a cancer center, a dental center, a family maternity center, an orthopedic and rehabilitation center, a cardiac rehabilitation center, and a hemodialysis unit. The Medical Center is an affiliate and health partner of Fletcher Allen Health Care, a premier academic tertiary care center in Burlington, Vermont.

Since opening its doors in 1913, Alice Hyde Medical Center has been providing high-quality, low-cost health care to the more than 55,000 residents in our service area. Throughout the past century, Alice Hyde Medical Center's focus has been on keeping the community healthy through primary and emergency care, disease prevention, and education. We pride ourselves on being the leader in improving the health and wellness of the residents in the region we serve.

# II. MISSION STATEMENT

## Our Mission

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The mission of Alice Hyde Medical Center is “to provide quality health care with dignity and compassion to those we serve.” Each year, as part of the Community Service Plan review, the AHMC Board of Directors affirms this mission as they have in past years.

## Our Vision

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We will be the trusted and respected health care provider of choice, exceeding expectations through qualified staff, advanced technology, and state-of-the-art facilities.

## Our Values

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**Respectful**—Treat those we serve, and who serve with us, as they would like to be treated

**Efficient**—Perform tasks promptly, accurately, and competently

**Accountable**—Accept responsibility for our actions

**Caring**—Treat everyone with dignity and compassion

**Honest**—Conduct ourselves in a truthful and professional manner



# III. PUBLIC PARTICIPATION PROCESS

**A**lice Hyde Medical Center has a legacy of caring for the communities we serve, with its foundation being to promote and support the well-being of those communities and to work in concert with our neighbors. This entails identifying the health needs of the communities by examining the data and information that pinpoints where services are needed, and by listening to the individuals we serve.

In regard to initiating and encouraging public participation in the development of the Medical Center's community service and strategic plans, Alice Hyde uses a number of different techniques. Most importantly, the communities are made aware of the community service plan and the opportunity to comment through the website, the media, and the Medical Center newsletter and other publications.

At AHMC, we believe that the core of community service and strategic planning is formed through continued dialogue with our communities—not just one discussion about or around a document. We believe that assessing and meeting the health care needs of our community—as well as seeking their input—is an ongoing process. It involves every individual in our Medical Center family—Board of Directors, employees, volunteers, Auxilians, and physicians—and we reach out and ask community members themselves.

In a continuing effort to gather community input about health care needs and gaps in health care services, in 2007 AHMC conducted a community household survey of 400 individuals to gather community input about the Medical Center's performance in

## COMMUNITY PARTNERS AND COALITIONS

- North Country Health Care Providers (NCHP)
- Adirondack Tobacco Free Network
- Eastern Adirondack Health Care Network
- Eat Well Play Hard
- Healthy Living Partnership
- MAPP (Mobilizing for Action through Planning and Partnerships)
- Malone Central School District
- Chateaugay Central School District
- Brushton Moira Central School District
- St. Regis Falls Central School District
- Salmon River Central School District
- Malone Telegram
- 7-Counties Diabetes Network
- Safe Kids Franklin County
- Office for the Aging
- Adult Centers
- Franklin County Social Services
- Franklin County Public Health
- YMCA
- Kinney Drugs
- Upper Hudson Primary Care Consortium
- Employees
- Board of Directors
- Volunteers
- Auxilians
- Physicians

providing services, as well as to ask about unmet recommendations for additional programs and services to meet changing community needs. The survey findings indicated that the community felt that AHMC contributes to the local community, is enhancing the quality of care provided, and offers a wide range of services to the community. In terms of unmet needs, the survey found that community members did not feel that there were enough physicians at AHMC or in the Malone area and cited the following specialties as areas of need: cardiology, nephrology, neurology, urology, and dentists—these are all specialties for which Alice Hyde is current recruiting physicians.

Based on the survey findings, during 2008, AHMC began a series of focus groups of local residents to further identify unmet health care needs and determine how AHMC can better meet those needs.

The community survey findings were also used to engage AHMC employees in a dialogue about ways in which to better meet patient and community needs as well as enhance the work environment at the Medical Center. Through a series of meetings with the Administration and an employee survey, AHMC identified a number of areas for improvement (the work environment, enhancing communications, examining benefits and salaries, strengthening job fulfillment and professional growth, cultivating leadership, enhancing team work, and bolstering rewards and recognition) and has created employee work groups which have made recommendations and are implementing action plans.

In addition, input is directly sought from employees through the AHMC program called “Mission Possible” from which employee suggestions for improving care and enhancing the experience of patients and their families are implemented.

In addition to the employee and community surveys, AHMC also gathers information from the community through:

- input from the numerous support groups sponsored by Alice Hyde Medical Center;
- participation with other community partners;
- surveys and evaluations following outreach and educational programs held in the communities served by Alice Hyde Medical Center;
- patient satisfaction/complaint data from Press Ganey inpatient and outpatient surveys, information gathered by the Patient Advocate, and customer complaints; and
- Alice Hyde's participation in health fairs in Franklin, St. Lawrence, and Clinton counties as well as through the In Touch with Health programs.

## IV. NEEDS ASSESSMENT

**F**or more than 90 years, Alice Hyde Medical Center has been “serving the community”—the initial mission of the Hospital and now the cornerstone of AHMC. To serve the community's health needs, the Medical Center offers a broad scope of programs and services as detailed in the comprehensive 2004 Community Service Plan report.

During 2005, a comprehensive Tri-County Mobilizing for Action through Planning and Partnership (MAPP) initiative began to improve the quality of life in Clinton, Essex, and Franklin County. This Partnership involved nearly 35 local organizations, including AHMC, other hospitals in the region, the public health directors of the three counties, local legislators, mental health providers, and many others.

As part of this initiative, a comprehensive community health status assessment was conducted—an update of this assessment is being conducted in 2008. Based on this assessment, AHMC is addressing the following areas of need:

- Health care access, including access to primary health care services, health care provider shortages, inadequate dental care for those with Medicaid, and the numbers of individuals without health insurance
- Community wellness and healthy lifestyles, including tobacco use which has a co-relation to high rates of lung cancer and cardiovascular disease; the need for a formal, consistent smoking cessation program in Franklin County; and a significant number of the adult and adolescent populations identified as overweight or obese.
- Care for the elderly, including the need for additional nursing home beds/facilities near or at capacity
- Chronic diseases, including cardiovascular diseases; diabetes; stroke; cancer; high rates of invasive cancer in men; and higher rates for colorectal cancer.
- Community concerns, including cost, availability, and quality of health care.

The following highlights how AHMC is currently addressing these needs today.

### Health care access

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As defined by the Tri-County Community Health Assessment, needs related to access include primary health care services, health care provider shortages, inadequate dental care for those with Medicaid, and the number of individuals without health insurance.

To meet the needs of the community in this area, AHMC is:

- Expanding primary and urgent care to meet local health care needs: The need for primary and urgent care continues to grow in the communities served by AHMC. To meet this need, the Medical Center has increased the scope of practice at its four health centers to include walk-ins, providing care to all patients with non life-threatening medical concerns, and adding mammography and blood draw services.

During 2007, AHMC was a key partner in strengthening pre-hospital care through the establishment of a new EMS “fly car” that provides an EMT during the daytime hours when volunteers are unavailable.

Through the Franklin County Healthy Living Partnership, AHMC is helping to provide no or low cost mammograms and clinical breast exams.

To tackle the issues of the uninsured, AHMC has partnered with various organizations, including the Franklin County Department of Social Services, Public Health, and Excellus to ensure accurate information and resources are available throughout the community, including a facilitated enrollment program for its uninsured patients. This program assists individuals in applying for state-sponsored health insurance including Medicaid, Child Health Plus, and Family Health Plus. The goals of this initiative are to provide a convenient location for patients and community members to access the program and to provide assistance in completing health insurance applications. These goals are met through a partnership between AHMC and Upper Hudson Primary Care Consortium.

Another key partnership for AHMC is the Eastern Adirondack Health Care Network, a coalition of health care agencies and organizations spanning the region of Essex, Clinton and Franklin Counties with a mission to improve the health status of our communities, and the access and delivery of health care in the region, through the collaboration of our members.

- Continuing physician recruitment: A major challenge for rural hospitals, like AHMC, is recruiting and retaining physicians and other health care professionals. During 2007, AHMC recruited four physicians specializing in Orthopedic Surgery, Emergency Medicine, Obstetrics/Gynecology, and Radiation Oncology.
- Strengthening the health care workforce: To build a stronger health care workforce, AHMC participates in the New Vision

program in conjunction with Franklin, Essex, Hamilton BOCES. We also work with Thomas Jefferson University College of Health Care Professionals for the recruitment of health care professionals and participate in several job fairs. Furthermore, we work with schools, guidance counselors, and local community colleges. AHMC offers its employees tuition assistance to encourage and support the development and enhancement of a well-educated, stable, and loyal workforce.

- Working with other North Country providers on health improvement initiatives:

As a member of the North Country Health Care Provider organization, AHMC works with other hospitals in the region to improve health care access and community health status. During 2007, this organization and its partners worked together to institute tobacco-free environments to assure a healthier, safer environment for patients, residents, visitors, physicians, and employees. In addition, the organization continued its distribution of a quarterly newsletter to improve community health status.

- Enhancing our partnership with Fletcher Allen Health Care (FAHC). AHMC continues to maintain a partnership with Fletcher Allen Health Care to meet the goals of: 1) keeping care local with specialty outreach clinics and telemedicine clinical consultations at AHMC and by enhancing AHMC's ability to meet the increasing demand for care; 2) providing AHMC access to expertise in information systems, staff education programs, and management tools; and 3) assisting AHMC in the recruitment and retention of physicians and other patient care providers.

## Community wellness and healthy lifestyles

To address community needs for improving community health status through lifestyle changes, AHMC has an extensive community wellness program called *In Touch with Health*. This program includes initiatives designed to address health care needs including tobacco use and issues related to the overweight and obese adult and adolescent populations. By participating in coalitions such as the Healthy Living Partnership, Breastfeeding Council of Malone, Eastern Adirondack Health Care Network, Adirondack Tobacco Free Network, North Country Healthcare Providers, and the 7-Counties Diabetes Network, In Touch with Health is able to address a broad spectrum of health issues in our community.

The Healthcare Association of New York State selected the *In Touch with Health* program for recognition in the "Community Health Initiatives across New York State" 2006-2007 publication.

During 2007, AHMC:

- Continued broadening and coordinating all community health improvement programs:

A key ingredient for accomplishing our mission is offering educational programs that foster wellness and healthy lifestyle choices. Our *In Touch with Health* community wellness program is designed to provide, under one umbrella, all of the community outreach, wellness education, health screenings, support groups, lectures and seminars that are offered by the many experienced and knowledgeable staff members at the Medical Center. As a component of the Education Department, *In Touch with Health* serves as a focal point for the health and wellness education for community members of all ages and backgrounds. Included in the areas of community education are patient safety, diabetes, heart disease, cancer prevention and treatment, headaches, osteoporosis, diet and nutrition, and baby sitter safety training. These programs are held at the Medical Center's campus, on radio programs, in community locations, at local health fairs, and in partnership with other local agencies including Malone Central Schools, local businesses, retail centers, and adult centers.

During 2007, Alice Hyde's Community Wellness Specialist participated in more than 100 community events, including presentations and screenings at worksites, schools, adult centers, civic organizations, and health fairs, as well as appearing monthly on the local radio show, *Eye on the Community*, and as a regular guest on the *Senior Moments* radio program.

As the lead agency for Safe Kids Franklin County, Alice Hyde sponsors and participates in community events to promote child safety in Franklin County, partnering with numerous child care agencies, traffic/law enforcement agencies, and Franklin County Public Health. Outreach events included the Franklin County Family and Youth Celebration, the Franklin County Fair, and the Families R Us/Wead Library Children's Story Hour.

The *In Touch with Health* community wellness program collaborated with AHMC's Nutrition Services Department to develop and present an 8-week weight-loss program to promote gradual weight-loss through calorie restriction, exercise, and behavior change. Another program offered throughout the year is the 6-week Arthritis Self-Help Course, a collaboration between *In Touch with Health* and the Rehabilitation Department.

In October the Medical Center held its third annual LET'S TALK PINK event. Attendees, including local breast cancer survivors, enjoyed "Busting Myths about

Breast Cancer,” a lighthearted evening of theatrical comedy in which common myths about breast cancer were dispelled.

- **Strengthening partnerships to combat childhood obesity:** AHMC and Malone Central Schools are continuing the fight against childhood obesity with the “Team Nutrition” program and the Malone Central School District Wellness Committee. The committee developed a wellness policy as the result of a comprehensive needs assessment to identify nutrition, physical activity, and staff wellness issues. “Team Nutrition” and the Wellness Committee focus their attention on the importance of nutritious school meals, nutrition education, and promoting a healthy school environment.

In addition, AHMC continued its role as one of a number of health care organizations participating in the Eat Well Play Hard initiative. This coalition of North Country health care agencies is collaborating to prevent childhood obesity and reduce long-term chronic disease risk through policy and environmental changes that will facilitate the promotion of physical activity and targeted dietary practices with children over the age of two.

- **Helping the community with smoking cessation:** In collaboration with the North Country Healthy Heart Network, AHMC offers a free tobacco cessation program—this is a critical part of AHMC’s tobacco-free campus initiative, which was launched in 2007. A tobacco cessation specialist from the Healthy Heart Network provides education, skill training, and support for those who wish to stop using tobacco products.
- **Providing local businesses and organizations with the tools for wellness:** During 2007, AHMC offered health screenings and education to local businesses and organizations to promote preventive health and wellness to their employees. Among the businesses and organizations AHMC assisted were NuMED, Akwesasne Casino & Bingo Palace, St. Regis Mohawk School, Franklin Academy High School, North Country Community College, the Malone Telegram, and Walmart.
- **Offering health tips and information to community members through community newsletters and public service announcements:** AHMC’s community newsletter, *To Your Health*, provides information about staying healthy, preventing illness, and managing chronic diseases. In addition, throughout the year AHMC ran a series of public service announcements on critical health topics such as diabetes, cholesterol, sun safety, men’s health, osteoporosis, along with other topics of interest and concern.

- Sponsoring support groups for the community: Among the groups supported by AHMC are: Cancer, Heart to Heart, Kidney Disease and Dialysis, Living with Diabetes , Multiple Sclerosis, Organ Donor/Recipient, Stroke/Traumatic Brain Injury, Weight Watchers, NA - Narcotics Anonymous, AA – Alcoholics Anonymous, and Al-Anon.

## Care for the elderly

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The proportion of elderly residents in Franklin County is rapidly increasing, necessitating tailored health care services to meet their needs. To that end, AHMC provides screenings, education programs, and informational resources designed specifically for the aging population. Through our skilled nursing facility, AHMC also provides high quality care for elderly residents in our community.

Among the initiatives conducted by AHMC in 2007 was a collaboration with the Office of Aging to provide an educational/informational booth for seniors, *Making Choices for a Healthier Future*.

## Chronic diseases

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The leading causes of disability and death are directly related to chronic illness and disease, such as cardiovascular diseases, strokes, and cancer. There is also a high incidence of diabetes among our population.

AHMC is meeting community needs in this area through prevention and wellness initiatives as detailed on pages 7 through 10 of this report (Community Wellness and Healthy Lifestyles) as well as a diabetes education/management program. Through the Reddy Cancer Center, Holmes Rehabilitation Center, and Cardiac Rehabilitation program, AHMC helps to treat those who are afflicted with chronic illnesses and supports our patients and their families.

## Cost, availability, and quality of health care concerns

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While it is difficult for one facility alone to address or solve the cost issues related to health care, AHMC does strive to be as efficient and cost-effective as possible. Through a variety of avenues described earlier in this report, we work to ensure the availability of, and access to, high quality health care services for the communities we serve.

In the area of quality, AHMC has a strong, comprehensive quality management and

patient safety program to ensure that the right care is delivered at the right time and in the right place. During 2007, AHMC installed Baker SteriShield and Chemolisolator units to make medication preparation in the pharmacy safer for all patients.

Ensuring that AHMC can meet the future health care needs of our communities is a primary focus of AHMC. From a thorough examination of data and trends, conversations with community members, physicians, employees, and intensive planning, AHMC continues to upgrade its facilities to keep pace with technology and innovation, along with also offering additional comfort and convenience for patients and their families.

In 2007, AHMC completed construction of a new state-of-the-art Orthopedic and Rehabilitation Center, designed to meet the community's need for more advanced rehabilitation care. This \$2 million investment in our Medical Center means that the community now has access to more orthopedic physician offices, which are both larger and more convenient for patients, new cutting edge rehabilitation equipment, an aquatic therapy pool with a treadmill, a larger gym area, and more space for private patient care and treatment. This expansion in rehabilitation also means new treatment modalities for our patients and community members for health problems such as TMJ.

In addition, during 2007, AHMC brought more advanced ultrasound capability—through the 4D Volume Ultrasound—to improve imaging and quality of care for women in the North Country.

## V. STRATEGIC PLAN

**A**HMC is looking forward to working with the Franklin County Health Department and other MAPP partners in the next iteration of the community health assessment as well as developing and further refining plans to address the priority areas for New York's prevention agenda. AHMC is pleased and proud that the Medical Center, in conjunction with its community partners, is already addressing or plans are underway to address the ten priority areas for New York's prevention agenda, which include access to quality health care, tobacco use, healthy mothers/healthy babies/healthy children, physical activity/nutrition, unintentional injury, healthy environment, chronic disease, infectious disease, community preparedness, and mental health/substance abuse.

- Outreach and engagement

AHMC plans to continue its focus on engaging the community in dialogue about the health care needs of the community and innovative strategies for meeting those needs. As noted earlier in this report, through MAPP and other partnerships, AHMC is working collaboratively to ensure a better quality of life and health for those living in the North Country.

- Health care access

AHMC will continue to identify the ways in which to enhance access to affordable health care by working with our community and in partnership with other local health care providers and organizations. We will continue our initiatives for strengthening the workforce as well as working with other North Country providers and Fletcher Allen Health Care.

While AHMC continues to recruit for physicians, particularly in the areas of nephrology, cardiology, and primary care, in 2008 it welcomed a new dentist and a surgeon who specializes in breast surgery to its medical staff.

To facilitate access to services, AHMC works with the Franklin County public transportation agency.

- Community wellness and healthy lifestyles

AHMC continues to enhance and strengthen our community wellness program through partnerships with other agencies and by identifying the changing health needs of our community. Through meetings with our community, we have identified the need for initiatives related to physical activity and nutrition, for both children and adults, to combat the growing obesity epidemic. In 2008, the Medical Center's website is being redesigned—an “E-Community” function will be added to serve, in part, as a tool to share health and wellness information.

- Care for the elderly

AHMC will continue its partnership with offices for the aging and adult centers, offering screenings and wellness programs for our increasing aging population. In addition, given the complex needs of the aging population, AHMC is evaluating the feasibility of assisted living.

- Chronic diseases

AHMC is collaborating with Kinney Drugs to offer free diabetes screenings and working closely with the Seven-Counties Diabetes Network to develop and

support diabetes prevention and management. In addition, the Medical Center launched a Palliative Care program to provide relief to people with serious, chronic illnesses through symptom and pain management.

Through the AHMC In Touch with Health community wellness program, the Medical Center offers prevention and screening for chronic diseases and offers health management, support, and information for those living with chronic disease.

- Community concerns (cost, availability, and quality of health care)

In the coming year, AHMC plans to strengthen its medical imaging services to enhance the diagnostic capabilities available to the community.

To ensure that patients get the rest they need while recovering from surgery or a procedure, AHMC is instituting a “quiet campaign” to reduce the noise level on patient floors.

AHMC is also pursuing status as a Magnet Hospital, which involves a comprehensive review of hospital operations, improving and strengthening the care and service for patients and the work environment for employees.

## VI. OUR CORPORATE STRUCTURE

**A**lice Hyde Medical Center is a not-for-profit corporation as defined under Section 501(c)(3) of the Internal Revenue Code. It currently operates a 76-bed acute care facility, a 75-bed long-term care facility, four family health centers, a cancer center, a dental center and a hemodialysis unit. The Medical Center is an affiliate of Fletcher Allen Health Care, a premier academic tertiary care center in Burlington, Vermont. Alice Hyde Medical Center was established in 1913 and serves the rural Northern area of Franklin County, as well as adjoining counties. There are 21 members of the Board of Directors responsible for the governance of the Medical Center.

# VII. FINANCIAL STATEMENT

## COMMUNITY SERVICE PLAN FINANCIAL STATEMENT HOSPITAL FINANCIAL STATEMENT FOR REPORT YEAR 2007 ALICE HYDE MEDICAL CENTER

### I. Revenue

- Net Patient Service Revenue—Total All Services \$52,384,318  
[Ex. 46: cc003 6/line 300 or Ex. 26A: cc0285/line 005]
- Other Revenue (e.g., investments) \$567,364  
[Ex. 26A: cc0037/lines 100+500 thru 509]

Total Revenue [Sum of above]: \$52,951,682

### II. Expenses

- Depreciation and Interests (Old/New Capital—Bldg & Fix MME) \$3,452,027  
[Ex. 40: cc0402/line 090]
- Salaries \$27,568,379  
[Ex. 11: cc0040/line 960]
- Employee/Fringe Benefits \$6,293,395  
[Ex. 11: cc0039/line 960 + cc0041/lines 003+044+045 +/- Ex. 12, cc0702 reclasses to cost centers 003 +044+045]
- Supplies and All Other Expenses \$17,847,196  
[Ex. 11: cc0042/line 960 – (Dep. & Tnt., Sal., FB from above)]

Total Expenses [Ex. 11: cc0042/line 960]: \$55,160,997

### III. Details of Specific Revenue/Expense Items

- Government Grants Revenue [Ex. 27, cc0037/line 090] \$0
- Research & Medical Education Revenue \$0  
Specify where reported in the ICR (examine Ex. 26A Other Rev.):
- Research & Medical Education Expense \$0  
[Ex. 11: column 5/lines 270+013+014+020+030+033+243]
- Bad Debt/Uncompensated Care \$2,385,105  
(Revenue Reduction) [Ex. 46, cc0036/line 289]
- Free Care (Charity Care, Hill Burton) [Ex. 46, cc0036/line 355] \$314,548
- Courtesy Care [Ex. 46, cc0036/line 206] \$130,661
- Community Benefits Revenue/Expense \$176,614  
Specify where reported in the ICR (examine Ex. 26A Other Rev.)

