Community Health Needs Assessment & Implementation Strategy

St. John’s Riverside Hospital is dedicated to providing comprehensive medical and nursing care in a compassionate, professional, respectful and ethical manner to every patient. By offering excellence in medical care, nursing, state-of-the-art technologies, continuing education and preventive services, we are committed to improving the care we provide within each of our institutions and the quality of life in our community. We are open to new ideas, directions and initiatives that most effectively respond to community health care needs.
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I. OVERVIEW

St. John’s Riverside Hospital (SJRH) initiated its first Community Health Needs Assessment (CHNA) beginning in 2012 and continuing into 2013. The CHNA was designed to reach broadly into the community, to identify health needs, gaps and barriers to health services. The area assessed was Westchester County including the targeted communities of Yonkers, Dobbs Ferry and its surrounding towns and villages. The St. John’s Riverside Hospital CHNA was conducted by the SJRH leadership team in partnership with the Westchester County Department of Health (WCDOH) and its collaboration of health providers. Through a process of research, data analysis, and health needs prioritization, the assessment process identified significant needs in the following New York State Prevention Agenda 2013-2017 priority areas: Chronic Diseases Prevention; Healthy Women, Infants, and Children; HIV Prevention; and Vaccine- Preventable Diseases. SJRH designed a three-year (2014 to 2016) Implementation Strategy with activities that align with our mission and strategic goals, to address these identified areas of community health need. The next Community Health Needs Assessment will be performed in 2016. With the guidance of the SJRH leadership team and identified partners the goals, interventions and outcome measures defined in the Strategy, will be reviewed quarterly for the positive impact and improvement of the health needs of the community. The CHNA and Implementation Strategy were adopted by the SJRH Board of Trustees in December 2013. The final approved report is available to the public on the hospital’s website www.riversidehealth.org.

II. ST. JOHN’S RIVERSIDE HOSPITAL

a. Health System Services

St. John’s Riverside Hospital (SJRH) is a 407-bed community hospital comprised of the following service facilities that each holds an independent New York State Operating Certificate (Appendix A):

♦ Andrus Pavilion – (254 beds, general medicine, surgery, obstetrics, emergency services)
♦ Park Care Pavilion – (141 beds, behavioral health services)
♦ Dobbs Ferry Pavilion – (12 beds, general medicine, surgery, emergency services).

SJRH is part of the Hudson Valley Region within Westchester County. Our Andrus and Park Care Pavilions are located in and primarily serve the city of Yonkers. The Dobbs Ferry Pavilion serves the River town communities of Hastings-on-Hudson, Ardsley, Dobbs Ferry and Irvington. St. John’s currently employs over 2,200 team members and more than 500 highly skilled and recognized physicians are on staff. Known for its closely integrated models of care, nationally recognized services and outcomes, and strong community partners; SJRH is uniquely positioned to meet the health needs of its patients and community. A complete list of clinical services available to patients of SJRH is shown in (Appendix A).
b. Community Served and Defined

The communities served by our health system are widespread and diverse. Since 1869, St. John’s has served its community by providing convenient access to high quality acute, primary and specialty care to individuals and families living in a primary service area of twelve (12) zip codes surrounding its location. The zip codes that we most commonly provide services for are: 10701, 10703, 10704, 10705, 10706, 10710, 10502, 10503, 10522, 10523, 10530 and 10533. Five zip code areas in southwest Yonkers (10701, 10703, 10704, 10705, and 10710) have been federally defined as Medically Underserved Areas (Appendix B – Westchester County Zip Codes).

Yonkers is New York’s 4th largest city, with a population of 195,976. Yonkers and surrounding service areas are estimated for population growth from our 2010 baseline (Table 1). It is an aging industrial city with needs often overlooked in a county dominated by affluent suburbs. Yonkers borders the Bronx and shares many of New York City’s urban problems. Yonkers is part of the New York High-Intensity Drug Trafficking Area*. Homelessness, unemployment, poverty, drug abuse, street crime, AIDS, and domestic violence are all problems that are concentrated in southwest Yonkers. *The High Intensity Drug Trafficking Areas (HIDTA) program, created by Congress with the Anti-Drug Abuse Act of 1988, provides assistance to federal, state, local, and tribal law enforcement agencies operating in areas determined to be critical drug-trafficking regions of the United States. Source: http://www.whitehouse.gov/ondcp/high-intensity-drug-trafficking-areas-program.

Table 1

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<td>Irvington (village) 2</td>
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2 Source: U.S. Census Bureau, 2010 Census (Population 2010); Source: U.S. Census Bureau, Population Division (Population Estimate)

Yonkers has always been a haven for immigrants. The 2010 Census showed that 31.1% of all Yonkers residents were foreign-born and 46% spoke a language other than English at home. With 67,927 Hispanic residents, Yonkers has New York’s largest Hispanic community outside NYC. Many of Yonkers’ Hispanics are recent immigrants with limited fluency in English. Yonkers has 40,198 African-American residents, including Haitian and Dominican immigrants. Over 100 languages are spoken in Yonkers in tight-knit ethnic enclaves ranging from Albanian to Yemeni.
Yonkers’ minority communities are growing rapidly. From 2000-2010 the number of African-Americans in Yonkers rose 12.3% and Hispanics rose 33.6%. Puerto Ricans and Mexicans are the two largest Hispanic communities. Many recent Mexican immigrants are from poor rural districts where illiteracy is common. Most of Yonkers’ African-Americans and Hispanics are concentrated in 17 high-need census tracts (1.01, 1.03, 2.01, 2.02, 2.03, 3, 4.01, 4.02, 5, 6, 10, 11.01, 11.02, 12, 13.01, 13.02, and 13.03) in southwest Yonkers. These 17 census tracts have 42% of Yonkers total population, but 65% of its non-Hispanic African-American population and 66% of its Hispanic residents. This high-need area has 82,959 residents and 66,176 (80%) are African-American and/or Hispanic including 44,821 Hispanics and 21,355 non-Hispanic African-Americans.

Minority health disparities are magnified in southwest Yonkers. The New York State Department of Health (NYSDOH) reports key health data by zip code. The zip code areas 10701 and 10705 most closely align with the 17 high-need census tracts. These two zip code areas have 73,533 residents. The NYSDOH website reports the inpatient hospitalization rate in the 10701 and 10705 zip code areas for specific conditions by race and ethnicity compared to state-wide hospitalization rates for those conditions. In both zip codes the percentages of hospital admissions for the African American and Hispanic populations exceed state-wide rates.

Southwest Yonkers has been ravaged by the triple plagues of drugs, AIDS and homelessness. Crack cocaine swept through Yonkers like a wildfire during the 1980s. Arrests relating to the sale or possession of drugs in Yonkers increased by 482% from 1982 to 1992, while arrests for the usage of cocaine and its derivatives (i.e., crack) rose 1,325%. The influx of drugs was soon followed by a wave of homelessness and by the rapid spread of HIV/AIDS. Southwest Yonkers rapidly became and remains one of New York State’s major epicenters of the HIV/AIDS epidemic. Westchester has more people living with HIV/AIDS than any other New York county outside NYC. Yonkers in turn has more people living with HIV/AIDS than any other Westchester community. Our communities of color have been disproportionately impacted by HIV/AIDS. Hispanics comprise 19.8% of Westchester’s population but 26% of its HIV/AIDS cases. African-Americans comprise 14.4% of Westchester’s population but 46.2% of its HIV/AIDS cases. Yonkers’ HIV and AIDS cases are disproportionately concentrated in southwest Yonkers (zip codes 10701, 10703, and 10705).

Westchester County has more homeless people than any other New York county outside NYC, with 1,611 people living in emergency or transitional housing as of August 1, 2013. This included 435 families and 723 children. Westchester County analyzed the communities of origin of its sheltered homeless population on April 1, 2011 and found that Yonkers accounted for 43.3% of all homeless families and 30.5% of all homeless childless adults in Westchester.

Our Dobbs Ferry facility is the only hospital located in the village of Dobbs Ferry, approximately 8 miles from its SJRH sister facilities in Yonkers. Its primary service areas include Dobbs Ferry, Hastings-on-Hudson, Ardsley, Irvington, Tarrytown, Elmsford, Hartsdale, Greenburgh, Yonkers, Scarsdale and White Plains. The total population of this service area is approximately 83,000. This area is defined by a population that is largely white and affluent.
III. COMMUNITY HEALTH NEEDS ASSESSMENT & IMPLEMENTATION STRATEGY

The St. John’s Riverside Hospital Community Health Needs Assessment (CHNA) was designed to provide broad community input from both research and analysis of existing data. The foundation of the assessment and resulting implementation strategy was strengthened by decades of partnering with community organizations and residents. We formally collaborated with the Westchester County Department of Health (WCDOH) in the implementation of our CHNA, determination of priorities, and development of interventions.

Our CHNA revealed that the factors affecting health and access to health care resources, do not directly relate to any lack of resources in health care delivery; but instead include a host of factors which influence an individual or a families ability to access those things necessary to maintain good health or to access health services when in need. Broadly they include: poverty, employment status, adequate insurance, transportation, cultural perceptions, family stress and lack of knowledge or comfort with the current model of health care delivery.

a. Leadership Team

The responsibilities of the leadership team included research and understanding of the requirements of the CHNA, initial strategic design for research and data analysis in the CHNA, prioritization of the results and preparation of the formal report. The leadership team assigned to conduct the 2012/2013 CHNA included:

- Ron Corti, President and CEO
- Lynn Nelson, Executive Vice President/COO/CNO
- Cheray Burnett, Vice President, Administration
- Kathleen Dirschel, Vice President, Community Outreach
- Denise Mananas, Director, Public Relations
- Karl Bertrand, President/CEO, Program Design and Development, LLC
- Dennis Keane, Chief Financial Officer
- Ellen Bloom, Vice President, Development
- Paul Antonecchia, Chief Medical Officer
- Fran Davis, Vice President of Nursing Services
- Kathleen Callanan, Assistant Vice President of Nursing, Dobbs Ferry Pavilion
- Brian Kaley, Vice President of Behavioral Health Services
- Marc Leff, Vice President of Human Resources
- Renee Recchia, Acting Deputy Commissioner for Administration, WCDOH
b. Community Partners and Expert Input

We have found that building partnerships especially in an environment of economic instability and budget deficits is critical. The collaborative process was beneficial in collectively reviewing current health data, conducting health assessments with our communities, sharing of best practice interventions and leveraging of resources. SJRH worked with a broad range of community partners in our needs assessment and identification of priorities; they included providers such as federally qualified health centers, employers and businesses, community based organizations, regional planning organizations, governmental health agencies, housing, community based health and human service agencies, local schools and academia, policy makers, social media and consultants. We sought input through meetings, health forums, focus groups, surveys, educational sessions and written correspondence.

SJRH founded and facilitates the Healthy Yonkers Initiative (HYI), whose mission is to bring together neighborhood groups, service providers and faith communities to collectively identify and address Yonkers’ health-related needs. The HYI partnership is mutually beneficial for all participants through: awareness of services, sharing of health information and data for planning purposes, program planning, implementation and evaluation of programs, coordination of outreach programs for the community, and provision of ongoing outreach and education to address relevant health issues. We recently partnered with the American Diabetes Association to enhance our employee wellness program at the hospital (See Appendix C for a list of HYI partners).

As the only maternity service provider in Yonkers, we provide obstetrical care to women referred from the Hudson River Health Care family practice prenatal clinic; Yonkers based St. Joseph’s Medical Center; Planned Parenthood; local private obstetric physician offices and surrounding areas. Our breastfeeding initiative connects with a wide variety of local partners through the Hudson Valley Regional Perinatal Network for needs assessment, program planning and services evaluation. We participate in annual meetings and monthly webinars with the New York State Partnership for Patient Safety. St. John’s works with the March of Dimes to distribute information on healthy moms, healthy pregnancies, and healthy babies. A St. John’s Lactation Nurse consultant meets bi-monthly with prospective parents to provide information and education on breastfeeding. Phone calls are made post discharge and additional in-person breastfeeding assistance sessions are provided as needed. A SJRH “Warm Line” is available 24 hours, seven days a week for breastfeeding help and other services. The following partners serve as referral sources for our patients: LaLeche International, Breastfeeding Solutions and Hudson Valley Breastfeeding.

Our HIV needs assessment included staff and clients from our HOPE Center HIV/AIDS programs, Tri-County Ryan White Part A Steering Committee, New York State Department of Health’s AIDS Institute, Health Resources Services Administration, and the Tri-County Consumer Advisory Group Living Together. The HOPE Center has active planning and referral linkage agreements with the following community-based organizations and other local health-related organizations:
• Center Lane Youth Services of Westchester Jewish Community Services
• Congregations Linked in Urban Strategy to Effect Renewal (CLUSTER)
• Family Services of Westchester
• Grace Church Community Center
• Greyston Foundation
• Hospice and Palliative Care of Westchester County
• Legal Action Center
• Mt. Vernon Hospital’s HIV/AIDS Treatment Center (as of November 2013 Montefiore Hospital)
• Open Door Family Medical Center, Inc. (Community Health Center)
• Planned Parenthood Hudson Peconic, Inc.
• Purchase College
• Sharing Community
• Urban League of Westchester County, Inc.
• Visiting Nurse Services in Westchester and Putnam
• Volunteers of America – Greater New York
• Westchester Medical Center

Our staff of three community outreach liaisons rotates facilities to develop closer ties between the hospital and the communities it serves, including Yonkers, Dobbs Ferry, Hastings-on-Hudson, Tarrytown, and others. On a daily basis they are working to develop community relationships to improve the health of the populations of Yonkers and the surrounding towns by determining what the needs are through local agencies, organizations, churches, schools, and housing developments. To attain higher levels of health and wellness, St. John’s aims to be the resource to all communities by teaching, measuring case findings, and developing needed services and supports.

SJRH has consistently committed resources to reach and serve the health needs of its population. With the recent change in hospital leadership and increased commitment to population health advances, we are better positioned to make strides in health prevention and improvement. We have the ability to meet with the public, have an open dialogue, visit our primary care physician offices, and better listen to their concerns and needs. Throughout 2012 and 2013 we assessed the needs of our community and disseminated hospital services information by:

• Partnering with our local health department,
• Working closely with many community-based organizations, primarily through our Healthy Yonkers Initiative,
• Meeting with elected officials to seek support and advise them of our findings,
• Engaging employers, businesses, local governmental organizations, health care partners, media, Yonkers Public Schools, PTA Coordinating Council, and faith-based organizations.

The communications and relationships developed are the groundwork for cooperative and more sustained education and clinical guidance to improve the health of Yonkers, Dobbs Ferry and surrounding area residents.