Community Health Needs Assessment

Prepared to meet requirements of the
Internal Revenue Service
and
Patient Protection and Affordable Care Act
September 2013
Bassett Hospital of Schoharie County  
(dba: Cobleskill Regional Hospital)

Implementation Strategy
for
Community Health Needs Assessment

Prepared to Meet Requirements of the
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Adopted September 26, 2013
Table of Contents

I. Introduction ................................................................................................................................................. 1

II. Process and Information Sources ........................................................................................................... 2
   A. Process .................................................................................................................................................. 2
   B. Information Sources ............................................................................................................................ 2

III. Selected Health Priorities and Targeted Objectives ................................................................................ 3
   A. Community Health Priorities .............................................................................................................. 3
   B. Targeted Health Objectives ................................................................................................................ 5

IV. Strategies for Health Priorities and Targeted Objectives ....................................................................... 6
   A. Strategies for Improving Access to Quality Health Care ................................................................. 6
   B. Strategies for Promoting Healthy Women, Infants and Children .................................................. 8
   C. Strategies for Preventing Chronic Disease ......................................................................................... 9

V. Health Priorities Not to Be Pursued .......................................................................................................... 12

VI. Implementation Partnerships and Tracking ............................................................................................ 12

VII. Impacts and Commitment of Resources ............................................................................................... 13
I. Introduction

This Implementation Strategy has been prepared to meet requirements promulgated by the Internal Revenue Service (IRS) based on the federal Patient Protection and Affordable Care Act enacted March 23, 2010 that all 501(c) (3) hospital organizations conduct a "community health needs assessment and prepare a corresponding implementation strategy once every three taxable years." The Implementation Strategy is based upon the Cobleskill Regional Hospital Community Health Assessment also prepared to comply with new federal requirements. Its purpose is to describe how Cobleskill Regional Hospital plans to meet priority community health needs identified in its Community Health Needs Assessment.

Completion of the Community Health Needs Assessment (CHNA) and development of the Implementation Strategy has served to focus the future efforts of Cobleskill Region Hospital and the area's cadre of supporting health care providers, services and resources. Specifically, it has re-emphasized the importance of targeting efforts to improve access to quality health care; improve the health of mothers, infants and children; and prevent chronic diseases (heart disease, cancer, diabetes).

The development of the Implementation Strategy has also considered recent guidance from the NYS Department of Health for the hospital’s Community Service Plan. This guidance describes the essential elements of a local health department Community Health Assessment and Community Health Improvement Plan, as well as the requirements for hospital Community Service Plans. The NYS Department of Health guidance was also intended to facilitate responses to the requirements of the federal Affordable Care Act and promote collaboration in doing so.

Implementation strategies identified in this report offer new approaches and programs, as well as existing and/or expanded programs and partnerships being undertaken by Cobleskill Regional Hospital to meet selected community health priorities. The remainder of this report includes five sections in addition to this Section 1 Introduction. Section II describes the process and information sources used for preparing this Implementation Strategy. Section III summarizes the community health priorities and targeted objectives selected by Cobleskill Regional Hospital in its Community Health Needs Assessment. Section IV identifies strategies for selected community health priorities and targeted objectives. Section V explains health priorities identified in the hospital’s Community Health Needs Assessment that will or will not be pursued. Section VI describes next steps with respect to how the Implementation Strategy will be made available to the public and how local partners will be engaged in implementation activities. It will also outline the process that will be used to track progress and make mid-course corrections. Section VII discusses impacts and commitment of resources toward implementation of these strategies and objectives.
II. Process and Information Sources

A. Process

The process for preparing this Implementation Strategy (IS) involved a multi-hospital planning effort conducted by the Bassett Healthcare Network and its affiliate hospitals. In addition to Cobleskill Regional Hospital located in Cobleskill, New York, this includes Bassett Medical Center in Cooperstown, A.O. Fox Memorial Hospital in Oneonta, Little Falls Hospital in Little Falls, O’Connor Hospital in Delhi and Tri-Town Regional Hospital in Sydney. It followed an extensive process to develop Community Health Needs Assessments for Cobleskill Regional Hospital and the other Bassett affiliates over a period from April of 2012 to February 2013. As with the CHNA, the process began with gaining the necessary buy-in for its completion and included charging a Bassett network-wide advisory group with providing overall guidance for developing the IS. This group included representation from each of the six hospitals. In addition to providing overall guidance during the process, the advisory group was charged with:

1) Agreeing on a common template for an Implementation Strategy as a method for coordinating and integrating efforts;
2) Considering current implementation strategies of the hospital’s Community Service Plan and related County Community Health Assessments;
3) Considering the current implementation strategies identified in the hospital’s CHNA;
4) Considering suggested implementation strategies identified through key stakeholder sessions conducted during development of the CHNA;
5) Considering current implementation strategies identified in the hospital’s Annual Operation Plan for 2012;
7) Selection of community health priorities and targeted objectives to be addressed by the Implementation Strategy on either a Network-wide or community (and hospital) basis;
8) Identification of community health priorities and targeted objectives that will not be addressed by the Implementation Strategy and why;
9) Identification of Network-wide and community (and hospital)-specific implementation strategies for selected community health priorities and targeted objectives, including tasks/activities to be completed, desired outcomes, potential partners and timelines; and
10) Approving a final Implementation Strategy for submission to the respective Boards of the six Bassett Healthcare Network hospitals.

B. Information Sources

There were four primary information sources used to assist in the identification of implementation strategies. They included: 1) the hospital’s current Community Service Plan; 2)
the hospital's Operational Plan for 2012; 3) suggestions made by key stakeholders during public sessions on the hospital’s CHNA; and 4) related “intervention considerations” contained in the NYS Prevention Agenda Action Plan for 2013-2017.

III. Selected Health Priorities and Targeted Objectives

The Cobleskill Regional Hospital Community Health Needs Assessment identified three health priorities and eleven targeted health objectives. The health priorities selected included improving access to quality health care; promoting healthy women, infants and children; and preventing chronic disease.

A. Community Health Priorities

- Improving Access to Quality Health Care

Improving access to quality health care is the first priority selected based on this Community Health Needs Assessment. This priority, although not identified in either the hospital's Community Service Plan or the Schoharie County Community Health Assessment, is selected based on the Upstate Health and Wellness Survey results, as well as concerns identified in the CCHA. The survey reported that less than 82 percent of adults in the hospital's service area have a primary care provider compared to NYS and HP2020 goals of 96 and 95 percent, respectively. The survey also reported that less than 59 percent of adults in the hospital's service area had routine dental care in the prior year compared to the NYS goal of 83 percent. Additionally, Schoharie County is federally designated as a health personnel shortage area (HPSA) for primary, dental, and mental health care as of April of 2012.

- Promoting Healthy Women, Infants and Children

Promoting healthy mothers, infants, and children is the second priority selected based on this Community Health Needs Assessment. This new priority is selected based upon data in the Schoharie County Community Health Assessment showing early prenatal care rates well below the NYS Prevention goal of 90 percent and reported low birth weight infants at 6.3 percent, above the NYS desired level of 5 percent. In addition, the Upstate Health and Wellness Survey reported that less than 74 percent of children 4 to 18 years of age in the hospital's service area had received routine dental care in the prior year. Within Schoharie County none of the existing dentists accepts new Medicaid patients; only one accepts any Medicaid patients, according to the CCHA. As reported in the CCHA, 81.5 percent of Schoharie County third-graders had dental insurance from 2002-2004, and only 76.7 percent of low socioeconomic status have dental insurance. The survey also reported that over 36 percent of children in the hospital's service area were obese or at risk for obesity, while NYS DOH data indicates that 31.7 percent of students in Schoharie County are overweight or obese.
Preventing Chronic Disease

Preventing chronic disease is the third priority selected based on this community health needs assessment. Its selection is supported by data showing health status indicators were significantly below either the averages for New York State or Healthy People 2020 goals (HP2020). The focus for this health priority will be on three chronic diseases (heart, cancer and diabetes). The selection of this priority also retains the prior focus of the CSP and CCHA to increase physical activity and good nutrition habits and reduce tobacco use because of their impact/role in chronic diseases most prevalent in the service area.

Specifically, CCHA data show that while residents of Schoharie County have experienced a declining mortality rate due to heart disease over the last decade and a half, the mortality rate is still significantly higher at 296.3 deaths per 100,000 than the HP2020 goal of 100 per 100,000. The CCHA shows that women in Schoharie County have experienced fluctuating incidences of breast cancer since 1992; however, overall, these rates are below that of New York State. The Upstate Health and Wellness Survey reports that less than 74 percent of women 40 and older had a mammogram in the prior two years, while the CCHA reports that 80.5% of female residents in Schoharie, Delaware, and Otsego counties reported having a mammogram in the past two years. In addition, the Upstate Health and Wellness Survey reports that less than 66 percent of women 18 and older had a Pap smear in the prior three years compared to the HP2020 goal of 93 percent. The CCHA reported that the mortality rate due to diabetes in Schoharie County has trended above that of New York State over the last decade.

The mortality rate for diabetes in Schoharie County was 21.5 per 100,000 (age-adjusted 26.4/100,000) and for New York State was 20.4 per 100,000 (age-adjusted 18.8/100,000). In addition, the Upstate Health and Wellness survey reported an estimated prevalence of diabetes at 8 percent in the hospital’s service area compared to the New York State Prevention agenda objective of 5.7 percent. According to NYS DOH data, the percent of adults in Schoharie County who have a body mass index of 24.9 or above, classifying them as overweight or obese is 66 percent, which is higher than the New York State rate. The percentage of students under age 18 who are overweight or obese is 31.7 percent.

The incidence of lung cancer is higher in Schoharie County compared to New York State. High rates of lung cancer and reducing tobacco use by residents of Schoharie County were identified as priorities in Cobleskill Regional’s Community Service Plan, as well as by the Schoharie County Community Health Assessment. The CCHA reported lung and bronchus cancer mortality rates significantly higher in Schoharie County than in New York State. It also noted that lung cancer was the leading cancer-related cause of death in Schoharie County. In addition, the BRFSS 2008 Interim Report for Schoharie County estimated 23 percent of surveyed residents were current smokers, and 15.3 percent were everyday smokers. In contrast, the Upstate Health and Wellness survey reported over 16 percent of adults were smokers. All of these rates exceed the NYS and HP2020 goals of 12 percent.
B. Targeted Health Objectives

As a means to measure progress in addressing the three health priorities for Cobleskill Regional Hospital and the communities it serves, eleven targeted objectives were identified. This includes objectives to improve access to dental and primary care; increase access to early prenatal care, decrease the number of low birth weight infants and decrease obesity among children; decrease deaths due to heart disease, the prevalence of diabetes and rates of lung and bronchus cancer; increase screenings for breast and cervical cancers and reduce tobacco use by adults, including addressing identified disparity among adults with incomes under $25,000.

Health Priority - Improving Access to Quality Health Care

Objective 1: To increase the percentage of adults and children in the Cobleskill Regional Hospital service area who have had routine dental care in the prior year by 10 percent by 2016 -- from under 59 percent for adults (working toward the NYS Prevention Agenda objective of 83 percent) and focusing on closing the gap between low-income children and those from the higher income group as identified in the Schoharie County Community Health Assessment.

Objective 2: To increase the percentage of adults in the Cobleskill Regional Hospital service area with access to a primary care provider from nearly 82 percent to at least 89 percent by 2016 (working toward the NYS Prevention Agenda of 96 percent).

Health Priority - Promoting Healthy Mothers, Infants and Children

Objective 3: To increase the percentage of mothers in Schoharie County receiving early prenatal care from 83.1 percent to 86.5 percent by 2016 (working toward the NYS Prevention Agenda objective of 90 percent).

Objective 4: To decrease the percentage of low birth weight infants in Schoharie County from 6.3 percent to 5.7 percent by 2016 (working toward the NYS Prevention Agenda objective of 5 percent).

Objective 5: To reduce the percentage of children who are obese or at risk for obesity in the Cobleskill Regional Hospital service area from over 36 percent to under 29 percent by 2016.

Health Priority – Preventing Chronic Disease

Objective 6: To decrease the mortality rate for heart disease in Schoharie County from 240 deaths per 100,000 to 200 per 100,000 by 2016 (working toward the HP2020 goal of 100 per 100,000).
Objective 7: To increase the percentage of women 40 and older in the Cobleskill Regional Hospital service area with a mammogram in the past two years from just under 74 percent to 77 percent by 2016 (working toward the NYS Prevention Agenda objective of 81 percent).

Objective 8: To increase the percentage of women 18 and over with a Pap smear in the three prior years in the Cobleskill Regional Hospital service area from just below 66 percent to over 79 percent by 2016 (working toward the NYS Prevention Agenda objective of 93 percent).

Objective 9: To decrease the prevalence of diabetes in the Cobleskill Regional Hospital service area from 8 percent to under 7 percent by 2016 (working toward the NYS Prevention Agenda objective of 5.7 percent).

Objective 10: To decrease the rate of lung and bronchus cancer in Schoharie County from nearly 69 deaths per 100,000 to under 58 per 100,000 by 2016 (working toward the NYS average of 47 per 100,000).

Objective 11: To reduce the percentage of smokers in Schoharie County from 23 percent to 17.5 percent by 2016 with a targeted focus on adults with annual income of less than $25,000 (working toward the NYS Prevention Agenda objective of 12 percent).

IV. Strategies for Health Priorities and Targeted Objectives

Numerous strategies to address each of the selected community health priorities and to achieve targeted objectives related to those priorities were considered. Among others, strategies considered included those identified in the Cobleskill Regional Hospital Community Service Plan, in its 2012 Annual Operational Plan, made by the public and key stakeholders in commenting on the CHNA and suggested as “intervention considerations” in the NYS Prevention Agenda Action Plan for 2013-2017. Strategies were identified on a Cobleskill Regional Hospital service area basis, as well as on a Bassett Healthcare Network wide basis.

A. Strategies for Improving Access to Quality Health Care

Community-Based Strategy: Improving access to dental care in Cobleskill Regional’s service area will entail collaborative community-wide efforts with a focus on access, education, and awareness. CRH strategies include the following:

- Collaborate with Schoharie County Department of Health to develop a formal linkage between primary care providers and dental providers to facilitate effective referral networks

- Collaborate with Schoharie County Department of Health to conduct annual community assessments to determine availability of dental practices, including capacity for new
clients, what kind of insurances are accepted (particularly Medicaid) and distribute information in up-to-date local resource guides

- Collaborate with Schoharie County Department of Health to explore dental hygiene services in county school districts

- Facilitate linkages with available low-cost, on-demand county bus transportation to and from appointments within the county; partner with the county to increase awareness of this service among providers, patients, and the community

- Identify and promote educational messages and formats that have been shown to improve knowledge among children, parents, pregnant women, grandparents and caregivers, including reducing sugary drink consumption and increased tooth brushing

- Integrate these messages across hospital programs that serve children/parents/grandparents, particularly low-income households with children; collaborate with community partners to integrate them through/into home visits (Healthy Families Schoharie), and also through RHENSOM, Headstart, and WIC

- Continue committed leadership role and support for the introduction and sustainability of Healthy Families Schoharie program, an evidence-based home visit and health education model targeting low income households/families

**Bassett Healthcare Network Strategies:** Network-based strategies include continued support for the efforts of the Rural Health Education Network for Schoharie, Otsego, and Montgomery Counties (RHENSOM). The network provides health education to residents of Schoharie County, including dental health and nutrition/fitness education through six school districts.

**Community-Based Strategy:** Improving access to primary care services in the Cobleskill Regional Hospital’s service area will require a continued focus on expanded primary care capacities and access. In order to meet the need for additional primary care in Schoharie County, Bassett Healthcare Network is expanding its primary care services in Cobleskill. CRH will support these efforts by continuing to facilitate site-readiness and completion of a new, larger primary care medical center to be built on the hospital’s campus, which will support additional, much-needed capacity; through enhanced efforts/resources (such as recruitment packets, enhanced site visits) to support the Bassett recruitment process for additional providers and staff; and through support for Bassett’s development of a medical home care model. The hospital will also develop and implement improved linkages with the Schoharie County Department of Health and other community partners to connect patients with needed primary care services and will facilitate linkages with available low-cost, on-demand county bus transportation to and from appointments within the county, partnering with the county health
department to increase awareness of this service among patients, providers, and the general community.

**Bassett Healthcare Network Strategies:** On a Network-wide basis, it will be important for Cobleskill Regional Hospital to participate in development of a regional primary care development plan that will promote a coordinated and integrated effort toward sustaining and enhancing the delivery of primary care across the entire Bassett Healthcare Network. Recruitment of additional primary care providers to both expand services and to replace current providers who are reaching retirement age must be pursued in an ongoing and methodical manner.

A second essential network strategy will be for Cobleskill Regional Hospital to support Bassett Network primary care and other area providers in the Bassett Healthcare Network initiative to develop medical home or team-based care models that place greater emphasis on wellness, prevention and screening and on coordination of care across a regional delivery system.

Part and parcel of both the community and network-wide strategies is to continue efforts to improve linkage and coordination of services. Specifically, steps to implement and integrate electronic medical record systems will be completed. In addition, telemedicine capacities will be planned and developed by Bassett Healthcare Network to support and enhance clinical capacities of area emergency and primary care providers.

**B. Strategies for Promoting Healthy Women, Infants and Children**

**Community Based Strategies:** Cobleskill Regional Hospital will focus on access, education, and awareness in its strategies for promoting healthy women, infants and children. As a key strategy in this area, the hospital will maintain the CRH Women’s Health Center, in which Bassett providers offer the only source of prenatal care within Schoharie County. Additionally –

- To reach objectives for improved prenatal care, the hospital will build effective local systems and networks for outreach, engagement, centralized referral, and coordinated followup through the Healthy Families Schoharie County program, which is an evidence-based model, and through other collaborative community initiatives

- To reach objectives for the reduction of low birth weight infants, the hospital will support a county-wide referral system and evidence-based model home visiting program for pregnant women, especially those at high-risk, through the Healthy Families Schoharie County program. The hospital will also identify and promote educational message formats that have demonstrated to improve knowledge, attitudes, skills/behaviors related to low birth weight, including smoking cessation, nutrition, oral health, healthy weight (using vehicles such as WIC sites, Healthy Families Schoharie County, a new series of childbirth preparation classes to be offered in partnership with Healthy Families Schoharie partners, social media such as Text4Baby). The hospital will partner with community agencies, churches, schools, providers, and Bassett Healthcare Network to disseminate these educational messages and
will also include educational messaging on healthy pregnancy in its health communications. Cobleskill Regional Hospital will also explore the option to develop and integrate a referral prompt to Healthy Families Schoharie County into the electronic medical record of Bassett Healthcare Network’s primary care practice and CRH Women’s Health Center and hospital EMR.

- To reach objectives for the reduction of obesity among children, the hospital will focus on nutrition, exercise, and awareness. The hospital will identify and promote educational messages and formats that have been shown to improve knowledge among children, parents, grandparents, pregnant women, and caregivers, including reducing sugary drink consumption, nutrition, and physical exercise, and will integrate these messages across hospital programs that serve children/parents/grandparents. The hospital will collaborate with community partners to integrate educational messaging through/into home visits (Healthy Families Schoharie), and also through RHENSOM, Headstart, and WIC. The hospital will continue its committed leadership role and support for the sustainability of the Healthy Families Schoharie program. A key strategy will be continued CRH partnership in the Creating Healthy Places grant program, including increased CRH role and resources committed toward the development of educational messaging and programming that will promote use of grant-supported physical activity infrastructure in Schoharie County --trails, playgrounds, community gardens -- and also grant-supported initiatives to promote consumption of locally produced fresh fruits and vegetables and to provide healthy choices on local menus. The hospital will seek to enhance use of media and health communications to build awareness, including continued regular focus on obesity-related messaging in CRH health communications.

C. Strategies for Preventing Chronic Disease

Strategies for preventing chronic disease will focus on objectives related to heart disease, mammography and cervical screening, diabetes, lung and bronchus cancer, and tobacco use. There will be particular focus on disparity in the area of smoking among low-income adults.

**Heart Disease**

**Community Based Strategies:** To reach objectives for decreasing the rate of mortality for heart disease in Schoharie County, the focus will be three modifiable risk behaviors – lack of physical activity, unhealthy nutrition, and tobacco use. The hospital will assist with referrals to community resources and will link care-based efforts with community evidence-based prevention activities/initiatives, such as school-based obesity prevention programs, Healthy Families Schoharie County, and participation in Creating Healthy Places grant partnership activities. Another strategy will be to continue to develop and provide resources for CRH-based chronic disease self-management programs, including the evidence-based Diabetes Conversation Group, as well as outpatient/inpatient nutritional/diabetes screening and counseling. The hospital will continue tobacco use screening of inpatients/outpatients and NYS
Quitline referral, and will promote smoking cessation programs for employees. Additionally, the hospital will collaborate with Office of Aging, WIC, Headstart, and agencies serving the disabled to promote healthy heart behaviors, encourage healthy eating, physical exercise, and reduce tobacco use. The hospital will also continue to focus regularly on heart-disease-related messaging in its health communications and will develop and offer clearly identified heart-healthy menu choices for employees and visitors in the hospital cafeteria.

**Mammography/Pap smears**

**Community-Based Strategies**: To achieve objectives related to mammography/breast cancer, Pap smears, a collaborative strategy between Cobleskill Regional Hospital, Bassett Cancer Institute and Delaware, Otsego and Schoharie Counties Cancer Services Program will be pursued to increase rates of breast and cervical cancer screening in the service area. The strategy will focus on improving access to cancer screening services for breast and cervical cancer. A key aspect of the strategy will be on improving the system of referrals for cancer screening. Development and integration of electronic medical records systems will also assist in improving referral and tracking of patients receiving cancer screenings.

A second and related strategy will be continued support for the Delaware, Otsego and Schoharie Counties Cancer Services Program which provides free or low-cost breast, cervical and colorectal screenings to women ages 40 and older and men ages 50 and older who lack health insurance or are under-insured.

**Bassett Healthcare Network Strategy**: A network-wide strategy to develop medical home or team based models will also be pursued to ensure that targeted cancer screening rates are achieved. The development of these models should also result in a greater focus on wellness and prevention, including identification of patients who are obese or at risk of obesity, the other targeted objective related to this priority.

A second network strategy will support the continuation of the Bassett Cancer Institute custom-built medical coach equipped with digital technology for mammography and other cancer screenings for men and women. The cancer screening services of the coach will be targeted to rural areas.

**Diabetes**

**Community-Based Strategies**: Several strategies will be pursued to reduce the prevalence of diabetes in Cobleskill Regional’s service area. CRH will –

- Identify and promote educational messages and formats that have been shown to improve knowledge among people at risk for diabetes or diagnosed with diabetes, including reducing sugary drink consumption, healthy nutrition, physical exercise
• Integrate these messages across hospital programs; collaborate with community partners to integrate educational messaging through/into home visits (Healthy Families Schoharie), and also through RHENSOM, Headstart, WIC, Cornell Cooperative Extension, Office of Aging; continue to focus regularly on this messaging in hospital health communications

• Continue committed leadership role and support for the sustainability of the Healthy Families Schoharie program, an evidence-based model

• Continue CRH partnership in the Creating Healthy Places grant program, including increased CRH role and resources committed toward the development of educational messaging and programming that will promote use of grant-supported physical activity infrastructure in Schoharie County --trails, playgrounds, community gardens -- and also grant-supported initiatives to promote consumption of locally produced fresh fruits and vegetables and to provide healthy choices on local menus

• Continue outpatient/inpatient nutritional/diabetes screening and counseling for CRH patients and strengthen linkages to community resources and referrals for follow up; explore further development and integration of electronic medical record systems to assist in referral and tracking of patients

• Continue CRH-based Diabetes Conversation Group and develop strategies and resources to increase participation in this evidence-based self-management program

• Create linkages with and connect patients to the SCDOH/Office of Aging evidence-based Diabetes Prevention Program and the Chronic Disease Self-Management Program – use media and health communications to raise awareness of this program and other community/hospital preventive and self-management resources, among providers, patients, and community members

**Bassett Healthcare Network Strategy:** A Network-wide strategy to address diabetes will include continued participation by Cobleskill Regional Hospital in the Bassett Healthcare Network’s Comprehensive Diabetes Program. This program helps diabetes patients with monitoring, problem solving, lowering of risk factors, medication and understanding of how lifestyle impacts the disease.

**Lung and Bronchus Cancer**

**Community Based Strategies:** Several strategies focusing on tobacco use cessation will be pursued to reduce lung and bronchus in Cobleskill Regional’s service area. A cornerstone strategy will be continuing the screening of inpatients (acute, short-term rehab, observation)
for tobacco use and provision of brief intervention to offer counseling services and other community-based resources, including Quitline referrals. The hospital will use its health communications to increase impact and utilization of Quitline and to promote behavior changes. Other strategies that will be pursued include: 1) promotion and offering of free smoking cessation programs for employees; 2) strengthening of tobacco-free campus policy compliance among employees and patients; 3) exploration of the use of electronic medical record to prompt providers to complete 5A’s (ask, assess, advise, assist, and arrange); and 4) collaboration with and increased participation in community-based tobacco reduction activities, including support for policy/systems change.

**Disparity: Smokers with Income under $25,000**

**Community-Based Strategy:** To achieve the objective to reduce the percentage of smokers in Schoharie County with annual income of less than $25,000, Cobleskill Regional Hospital will partner with Schoharie County Department of Health and Schoharie County Department of Community Services to identify and organize other community partners to develop and implement community-led, place-based interventions targeted to address smoking in low-income population. Additionally, the hospital will use media and health communications to target literacy-sensitive educational messaging to low income audiences; create linkages with and connect patients to community preventive resources; and partner with Schoharie County Department of Health to explore reduction of out-of-pocket costs for smoking cessation programs and medications for low-income smokers.

**V. Health Priorities Not to Be Pursued**

The Cobleskill Regional Hospital Community Health Needs Assessment selected three health priorities and eleven targeted health objectives. Strategies have been identified that will address all three priorities and eleven health objectives

**VI. Implementation Partnerships and Tracking**

This Implementation Strategy, following its completion and as a means of meeting requirements of the NYS Department of Health guidelines issued December 12, 2012 for Hospital Community Service Plans, will be made available for public review and comment. Similar to the CHNA development process, the Implementation Strategy, as part of the NYS Hospital Community Service Plan development process, will be placed on Cobleskill Regional Hospital and the Bassett Healthcare Network websites. In partnership with the Schoharie County Department of Health and as part of the Community Service Plan process, public input will be solicited. This process will also seek suggestions for additional strategies as well for modification and/or improvement of identified strategies.
In addition, as part of the NYS Hospital Community Service Plan development process, partnerships will be sought with other area provider and community services organizations. The purpose of seeking partnerships will be to gain support for selected strategies and identify the level interest among area providers and community organizations in collaborating to address selected health priorities and pursue strategies. This process will provide the foundation for future planning on how partners will be engaged in implementation activities. It will also lead to agreement on tasks and activities, shared resources and responsibilities, timelines and expected outcomes to be achieved through pursuit of each strategy.

In addition, a tracking and reporting system for monitoring progress in pursuing selected implementation strategies will be maintained. A Bassett Healthcare Network Advisory Group will be charged with tracking and reporting of progress. This will include periodic reporting to apprise the Network Advisory Group of activities and progress related to the implementation strategies. It will also include periodic updates on partnerships formed to implement specific strategies and/or achieve targeted objectives. The tracking and reporting system will include gathering information and data and making determinations of whether tasks and activities are being completed within the expected timeframes, identification of any issues or barriers that may be causing unexpected delays or problems in completing specified tasks and activities, whether the specified parties are carrying out assigned responsibilities or if the assistance of other parties may be necessary. The Network Advisory Group based on progress reports will be responsible for recommending mid-course corrections related to implementation strategies.

VII. Impacts and Commitment of Resources

It is anticipated that achievement of these Implementation Strategies will, for dental care, primary care, woman’s health, childhood obesity, and chronic diseases, improve access to care; increase awareness of services available in the community; educate patients and families; and improve the community’s epidemiologic profile for morbidity and mortality in the areas addressed.

Cobleskill Regional Hospital will provide human and financial resources to support the direct hospital activities described in the Implementation Strategy plan. CRH will also support the activities of the Bassett Healthcare Network and Bassett Medical Center, including regional primary care development efforts and the mission of the Bassett Cancer Institute and Delaware, Otsego, Schoharie Cancer Services Program. The hospital will continue to be an active partner with community agencies, and in particular, the Schoharie County Department of Health; Healthy Families Schoharie County; Creating Healthy Places Program; and the Schoharie County Office for Aging.

Bassett Medical Center will also continue to commit significant resources toward these strategies. It will provide lead staff support for the development of the regional primary care plan. Bassett will continue to maintain dedicated staff (two full-time physician recruiters) for a regional recruitment function under its Department of Medical Staff Affairs. In terms of developing medical home models, Bassett Medical
Center will assist area physician practices in gaining and maintaining certification from the National Committee for Quality Assurance (NCQA) as “medical home” providers.

CRH will continue to be assisted by BMC in technology development, specifically in supporting development and integration of electronic medical records and telemedicine as part of a regional delivery system. This includes a Bassett investment of nearly $24 million between 2010 and 2013 to develop a regional EMR system linking it with its affiliates. Significant staff and technical assistance resources have been and will continue to be dedicated to meeting federal “meaningful use” standards for achieving a state-of-the-art EMR system. This will include an estimated annual operating budget of nearly $4 million and a supporting staff of over 37 FTEs.

Cobleskill Regional Hospital expended significant resources to build and implement its electronic medical record system (as part of the Bassett EMR system), which became fully operational in February of 2013. Resources were provided for EMR hardware and software and costs associated with training staff. CRH provided and paid for several members of its staff who were lent to the extended BHN effort to build, install and optimize the Unity EMR. Over the next several years CRH will continue to dedicate staff and operational resources to optimize and expand the functionality of the EMR systems reporting, monitoring and strategic planning capacities and to meet meaningful use standards.

Cobleskill Regional Hospital will continue to commit resources and work with Bassett’s Telemedicine program to increase use of telemedicine capacities. Future support will include education forums for physicians in the uses and benefits of telemedicine capacities and in procuring practice privileges for interested physicians.