



WESTFIELD
MEMORIAL
HOSPITAL

An Affiliate of Saint Vincent Health System

COMMUNITY HEALTH NEEDS ASSESSMENT IMPLEMENTATION STRATEGY SUMMARY



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Community Health Needs Assessment (CHNA)

Implementation Strategy

Written Plan Template

Westfield Memorial Hospital

189 E Main St, Westfield, NY 14787

December 31, 2013

I. General Information

Contact Person: Patty Ballman, Administrator

Date Written Plan Was Adopted by Organization's Authorized Governing Body: December 18, 2013

Date Written Plan Was Required to Be Adopted: December 31, 2013

Authorizing Governing Body that Adopted the Written Plan: Westfield Memorial Hospital Board of Directors

Was Written Plan Adopted by Authorized Governing Body by End of Tax Year in Which CHNA was Made Available to the Public? Yes

Name and EIN of Hospital Organization Operating Hospital Facility: Westfield Memorial Hospital, 16-0743222

Address of Hospital Organization: 189 E Main St, Westfield, NY 14787

II. List of Community Health Needs Identified in Written Report

To gauge health issues in Chautauqua County, NY, the Chautauqua County Community Health Planning Team (CCCHPT) adopted a three-pronged approach to its 2014-2017 Community Health Needs Assessment, taking into consideration: input from community members, secondary data from NYSDOH and other health resources, and input from local content area experts. Community input was gathered through a primarily web-based survey and three community conversations.

From March 28 to June 2, 2013, 1,170 survey responses were collected: 1,027 responded electronically; 143 paper responses were collected. The top three family and/or community problems identified on the survey were jobs (79.20%), not enough money (52.39%), and transportation (34.19%). The top three health issues individuals were more concerned about were health insurance (41.32%), obesity or overweight (37.43%), and cancer (23.24%).

Community members' perceptions of health issues were also gathered at three "Community Conversations" sponsored by the P2 Collaborative of WNY and the Chautauqua County Health Network. These conversations spanned Chautauqua County's geographic and cultural separations, covering the "North County" in Dunkirk, the "South County" in Jamestown, and the "West County" in Westfield. These diverse locations were able to capture the County's rural and urban populations. Community members were asked to give their perspective on community health and wellness issues and offer solutions in an open discussion facilitated by P2 Collaborative representatives.

Although health issues and solutions differed by area, the following topics were discussed in at least two of the three meetings: Transportation, Food accessibility, Health literacy/education, Poverty, Lack of motivation, Discrimination/ Cultural Stigmatization, and Substance abuse. Proposed solutions discussed at the meetings included: Increasing the number and promotion of community health events, Free health screenings, Community weight loss challenges, Mentoring programs, Support groups, and Improving public transportation.

In addition to the data gleaned from the public participation process, the CCCHPT thoroughly examined the NYSDOH Community Health Indicator Reports and Tracking Indicators for Public Health Priority Areas, comparing county numbers and rates of health conditions with those of New York State and New York State excluding New York City. The team looked at conditions for which Chautauqua County was significantly worse than New York State or categorized in the 4th quartile. Issues that affected large numbers of people, but were not necessarily different from state averages, such as obesity, were also flagged as important.

Demographic data for Chautauqua County was gleaned from the United States Census Bureau website. Specifically, data from Census 2010 and the American Community Survey 2007-2011 were used to develop the demographic profile for the Community Health Assessment. Local-level data that was not captured by the U.S. Census Bureau was requested from local agencies. For example, the migrant population figures were obtained from the SUNY Fredonia Migrant Outreach Program, and information about the homeless population was provided by Chautauqua Opportunities Incorporated. The New York State Education Department School Report Cards were accessed to retrieve specific information about the school districts.



The New York State Department of Health’s Community Health Indicator Reports and Tracking Indicators for Public Health Priority Areas were extensively used to identify health issues in Chautauqua County. NYS Vital Statistics Data, Expanded Behavioral Risk Factor Surveillance System, and the Student Weight Status Category Reporting System were also referred to throughout the planning process. Additional data was provided by the New York State Department of Health through the Community Transformation Grant, “Community Transformation in Small Communities Grant (CTG) Population Survey Preliminary Frequencies from Baseline Data. Local data sources that offered information included: Chautauqua County Department of Mental Hygiene.

To select Priority Areas, the CCCHPT worked to find a balance between the health data, community input, and resources currently available (grants, organizational support, etc.). WMH agreed to collaborate with the other community providers to address the Prevent Chronic Diseases and Promote Mental Health and Prevent Substance Abuse priority areas.

After identifying potential health improvement strategies for the proposed collaborative priority areas, the CCCHPT reached out to local content area experts to ensure that these strategies were logical in the context of the community. Professionals working in the fields of chronic disease prevention, mental health and substance abuse, and prenatal care were in attendance a half-day meeting to observe outstanding statistics, and provide specific guidance for the Community Health Improvement Plan. Twenty-seven community partners were in attendance, who concurred with the findings of the study.

Considering the public input and secondary health data from the NYSDOH, WMH, as a member of the CCCHPT selected the following priorities, focus areas, and disparities:

- 1) Prevent Chronic Diseases
Focus Area(s): Reduce Obesity in Children and Adults
Disparity: Low-income residents
- 2) Promote Healthy Women, Infants, and Children
Focus Area(s): Preconception and Reproductive Health, Maternal and Infant Health
Disparity: Pregnant mothers who use drugs/drug addicted newborns
(Not including TLC Health Network or Westfield Memorial Hospital)
- 3) Promote Mental Health and Prevent Substance Abuse
Focus Area(s): Strengthen Infrastructure Across Systems

III. List of Collaborating Organizations

The 2014-2017 community health assessment process involved a great deal of collaboration with hospital and community partners. The Chautauqua County Community Health Planning Team (CCCHPT) that first convened during the 2010-2013 joint Community Health Assessment/ Community Service Plan process joined forces to make the Chautauqua County assessment possible. The CCCHPT core group included representatives from:

- Brooks Memorial Hospital
- Chautauqua County Department of Health and Human Services
- Chautauqua County Department of Mental Hygiene

- Chautauqua County Health Network
- The Chautauqua Center
- TLC Health Network
- WCA Hospital, and
- Westfield Memorial Hospital

WMH collaborated with these organizations in the development of the implementation strategy and will continue the collaboration to meet the health needs.

IV. Health Needs Planned to Be Addressed By Facility

According to its mission statement, *“Westfield Memorial Hospital is committed to providing compassion and excellence in the delivery of care that appropriately addresses the health needs of our communities.”* Because of that commitment to the health of the community, Westfield Memorial Hospital expects to collaborate as a community partner with the other members of the Chautauqua County Community Health Planning Team (CCCHPT) to address the priority areas identified in the 2014-17 Chautauqua County Community Health Needs Assessment: reduce obesity in adults and children, promote healthy women, infants and children and promote mental health and prevent substance abuse.

Reduce Obesity in Children and Adults

As stated on pages 38-39 of the 2014-17 Community Health Needs Assessment (CHNA), data from the newly established (2007) New York State Student Weight Status Category Reporting System reports public school students’ body mass index (BMI) and weight status categories for grades Pre-kindergarten, kindergarten, 2, 4, 7, and 10. Among all students measured in Chautauqua County, 19% were classified as obese, and 16.2% were classified as overweight. The rate of obesity was slightly higher than the state comparison rate of 17.6%.

Rates of overweight and obesity were slightly lower than NYS excluding NYC rates for elementary students in Chautauqua County, with 16.8% presenting as obese and 15.6% overweight. Obesity was more common among Chautauqua County middle and high school students (22.5%) than Upstate New York students (18.2%). The combined total for overweight and obesity (32.4%) was greater among middle and high school students in Chautauqua County than elementary students (39.3%). The risk of unhealthy weight status increased with age during the specified time period.

Related to obesity in adults, page 40 states that self-reported weight statuses, along with related behaviors, are provided by the New York State Expanded Behavioral Risk Factor Surveillance System in 2008-2009. During this time frame, slightly fewer adults (ages 18 and older) in Chautauqua County reported eating 5 or more servings of fruits and vegetables per day (24.9%) than New York State (27.1%) and New York State excluding New York City (27.7%) comparisons. At 77.9%, the majority of Chautauqua County adult residents did not participate in leisure time physical activity in the last 30 days. The percentage of adults who self-reported a BMI of 30 or higher was slightly greater in Chautauqua County (27.4%) than New York State (23.1%) and New York State Excluding New York City (24.3%). The percentage of adults with a BMI of 25 or greater in Chautauqua County was 61.6%.

Promote Health Women, Infants and Children

There are several childhood health issues that are a concern in Chautauqua County, pages 86 through 81 of the CHNA outline a number of concerns. As identified in the demographic profile, 45.3% of homes in Chautauqua County were built prior to 1950. Because lead paint is more common among older homes, the threat of childhood lead poisoning is a concern in the county. Figure 58 displays lead screening and elevated blood lead level figures. While the majority of Chautauqua County children born in 2008 (65.9%) were screened for lead between 9 and 18 months, children born in 2008 were less likely to be screened for lead at least twice by 36 months, with only 54.8% tested. The incidence of elevated blood lead levels (≥ 10 mg/dl) among children less than 72 months old was 10.8 per 1,000, which was significantly higher than the New York State rate of 4.9 and the New York State excluding New York City rate of 7.5.

Compared to Upstate New York, a greater percentage of third graders reported taking fluoride tablets regularly (48%), had at least one dental visit within the past year (85.1%), had dental insurance (82.3%), and had dental sealants (42.9%). Despite these favorable indicators, untreated caries (32.6%) and ever had caries (66.5%) was greater among Chautauqua County students. From 2009 to 2011, Chautauqua County experienced 246 emergency room visits with dental caries as the primary complaint among children ages 3 to 5 years old. The resulting visit rate was 180.4 per 10,000 3-5 year olds. This rate was significantly higher than the New York State (68.6) and New York State excluding New York City (74.2) rates. (Oral Health Indicators 2009-2011).

Additionally, 13.2% of Chautauqua County children enrolled in the WIC program ages 2-4 were considered obese, in addition to the figures identified above. Almost a quarter of the children aged 2-4 enrolled in WIC (21.6%) watch TV more than two hours per day.

Promote Mental Health and Prevent Substance Abuse

Pages 81 through 92 of the CHNA outline a number of mental health and substance abuse concerns. The NYSDOH 2008-2009 Expanded Behavioral Risk Factor Surveillance System indicates that, when adjusted for age, 10.2% of adults in Chautauqua County experienced 14 or more poor mental health days within the last month.

The Chautauqua County Department of Mental Hygiene contracts with Crisis Services to operate a 24-hour mental health hotline. Services include immediate crisis intervention, supportive counseling, information and referrals and connect with services if immediate on-site intervention is needed to address the mental health crisis. Data from this 24-hour hotline helps to broadly monitor the mental health status of Chautauqua County residents. A look at the total number of calls to the hotline from June 2011 to October 2013 shows a gradual, but fluctuating overall increase in the utilization of this service; the majority of calls (51%) were for mental health issues. An additional 3% of the calls were attributed to addiction issues.

In 2008-2009, 20.5% of adults (ages 18 and older) in Chautauqua County self-reported that they were binge drinkers in 2008-2009, slightly higher than the NYS (18.1%) and NYS excluding NYC (19.8%) rates. Additionally, At 26%, the rate of Chautauqua County current adult cigarette smokers in 2008-2009 was significantly higher than the New York State (17%) and New York State excluding New York City (18.9%) rates. (NYSDOH eBRFSS). Current cigarette use among middle and high school students figures for New York State were generated by the NYSDOH Youth Tobacco Survey. While the percentages have decreased in recent years, 3.2% of middle school age and 12.6% of high school age children still smoke.

In 2009-2011, there were 700 drug-related hospitalizations in Chautauqua County, resulting in a crude hospitalization rate of 17.4 per 10,000 and an age-adjusted hospitalization rate of 19.4 per 10,000 county residents. A look at age-adjusted drug-related hospitalization rates per 10,000 over time from 2002 to 2011 shows an overall increase in Chautauqua County. Additionally, the rate of young adults arrested for driving while intoxicated per 10,000 arrests for young adults 16-21 years was much higher in Chautauqua County (56.3) than New York State (29.6) in 2012 and the rates of newborn hospitalizations due to narcotics and hallucinogenic agents and cocaine in Chautauqua County were nearly double the state rate.

While Chautauqua County experienced comparatively lower rates of assault hospitalizations, homicide mortality, and self-inflicted injury hospitalization than New York State and New York State excluding New York City from 2009 to 2011, during the same time period, the age-adjusted suicide mortality rate was significantly higher in Chautauqua County at 11 deaths per 100,000 residents than New York State (7.2) and New York State excluding New York City (8.6). The suicide mortality rate for teens ages 15-19 was also much higher, but the number of cases was fewer than ten, and therefore unstable. A look at the age-adjusted suicide mortality rate (Figure 71) per 100,000 over 2002-2011 shows a noticeable increase in 2010 and 2011.

Assault related hospitalization rates per 10,000 were 2.98 times as great for patients from low income ZIP codes as compared to patients from non-low income ZIP codes. This ratio was slightly higher for New York State as a whole. The rate of assault related hospitalizations was 3.36 times greater for Hispanics than White non-Hispanics, and the rate for Black non-Hispanics was 7.31 times greater than for White non-Hispanics.

Identification and Description of How Facility Plans to Address Each Health Need

In response to the identified priority community needs, Westfield Memorial Hospital has developed four overarching goals and identified specific implementation strategies and programs to address the needs within each of the three county wide priority areas. The goals and implementation strategies are as follows:

Goal 1: Reduce Obesity in Adults and Children

In order to accomplish the goal to reduce obesity in adults and children, Westfield Memorial Hospital is implementing a number of priority programs and initiatives. These include:

- Identify gaps in education regarding healthy eating and provide patient education
- Pass healthy beverage policy at Westfield Hospital to support the county goal to create community environments that promote and support healthy food and beverage choices and physical activity
- Carry out the specifications of the healthy beverage policies
- Implement the national diabetes prevention program for people that are at risk for diabetes
- Offer the American Diabetes Association (ADA) recognized diabetes education program
- Implement the Diabetes Patient Education Center
- Offer glucose screenings at health fairs
- Refer low-income patients and residents to local farmers' markets that accept SNAP benefits, WIC Vegetables and Fruits Checks, and Senior Farmers' Market Nutrition Program Coupons
- Collaborate with Chautauqua Health Action Team and Cornell Cooperative Extension of Chautauqua County to identify ways to expand local food system (Farm to School, Farm to Table, Local Foods Coalition, Food Hub efforts)



- Evaluate impact and success of healthy foods work through feedback from patients, employees, and visitors (satisfaction surveys, anecdotal evidence)

A number of these initiatives were identified and are being implemented as part of the collaborative effort of the Chautauqua County Health Planning Team. Westfield Memorial Hospital will implement these programs over the next three years with and through relationships with these collaborators. In addition to those programs, others programs such as diabetes education are important enough that the hospital felt there were also a priority to implement based on their utilization and experience.

Over the long run, these programs are expected to positively impact overall health status, lifestyle, risk behaviors, as well as obesity and diabetes rates. Indicators that will be tracked to evaluate the outcomes and impact of the individual programs will include:

- Number of healthy eating inpatient assessments and consults
- Healthy beverage policy passed
- Beverage sales revenue does not decrease
- staff trained to provide national diabetes prevention program
- offer 6 diabetes prevention programs by June 2015
- Number of participants completing program
- pounds lost by participants individually and collectively
- minutes of moderate to vigorous physical conducted each week by participants
- decrease in A1C
- Increases in diabetes education center referrals by 25% by December 2014
- ADA Recognition by January 2014
- Diabetes center opened by target date
- Number of food voucher cards distributed

Goal 2: Address Other Chronic Diseases

In order to accomplish the goal to reduce obesity in adults and children, Westfield Memorial Hospital is implementing a number of priority programs and initiatives. These include:

- Decrease heart disease by increasing blood pressure screenings and referrals
- Increase physical activity through heart healthy exercise and nutrition programs for both adults and children
- Continue the employee wellness program
- Increase early stage breast cancer detection
- Continue HIV screenings in the ER

Westfield Memorial Hospital will offer these programs as part of their commitment to community health, education and wellness.

Over the long run, these programs are expected to positively impact overall health status, as well as heart disease, cancer and HIV rates. Indicators that will be tracked to evaluate the outcomes and impact of the individual programs will include:

- Number of participants; number of screenings each month
- Number of referrals to primary care practices
- Number of participants in the employee wellness program and various components
- Number of employees completing assessments
- Number of pounds lost
- Number of mammograms performed
- Number of abnormal findings from mammograms performed
- Number of referrals for continued HIV care

Goal 3: Promote Healthy Women, Infants and Children

In order to accomplish the goal to promote healthy women, infants and children, Westfield Memorial Hospital is implementing a number of priority programs and initiatives, although these are not part of the collaborative focus areas of the county. These include:

- Continue school outreach including education, nutrition, body mechanics, hand washing, food safety etc.
- Identify women at risk for osteoporosis
- Continue Amish Women's Clinic in collaboration with Chautauqua Health Services
- Continue breast cancer awareness event
- Continue Mammogram outreach with women and providers (to ensure that women are coming back for annual mammograms)
- Continue to monitor pediatric immunizations – Tdap
- Determine the feasibility of offering concussion baseline screenings and education program

Westfield Memorial Hospital will offer these programs as part of their commitment to community health, education and wellness.

Over the long run, these programs are expected to positively impact overall health status, as well as child health, immunization and obesity rates. Indicators that will be tracked to evaluate the outcomes and impact of the individual programs will include:

- Number of participants in school and outreach events
- Increased knowledge of program components
- Number of individuals referred for follow up
- Number of women contacted for mammogram reminders; number of scheduled exams
- Number of children monitored and number receiving immunizations
- Concussion needs assessment completed by due date

Goal 4: Promote Mental Health and Reduce Substance Abuse

In order to accomplish the goal to promote mental health and reduce substance abuse, Westfield Memorial Hospital will work collaboratively with the other providers in Chautauqua County to implement a number of priority initiatives. These include:

- Assist Chautauqua County Department of Mental Hygiene in developing connections with health care practices to expand reach of Early Identification and Recognition Program; Inform physicians and support staff at annual meetings, provide CCDMH with contact information for affiliated physicians
- Research MH/SA screening tools currently being used in health care settings in Chautauqua County
- Survey health care providers to determine willingness to implement a screening tool, understand current mechanisms for providing or referring mental health/substance abuse care, and barriers
- Research reimbursement options for integrating screening or mental health care into practice
- Identify care settings in hospitals where patients should be screened
- Increase appropriate referrals within Chautauqua County
- Decrease tobacco use
- Offer smoking cessation classes

A number of these initiatives were identified and are being implemented as part of the collaborative effort of the Chautauqua County Health Planning Team. Westfield Memorial Hospital will implement these programs over the next three years with and through relationships with these collaborators. In addition to those initiatives, other such as tobacco use, are important enough that the hospital felt they were a priority based on their utilization and experience.

Over the long run, these programs are expected to positively impact overall health status, lifestyle, risk behaviors, as well as behavior health and substance abuse utilization rates as well as tobacco use and lung cancer. Indicators that will be tracked to evaluate the outcomes and impact of the individual programs will include:

- Number of physicians participating in mental health screening programs
- Assessment tool identified for the county
- Number of physicians participating in survey
- Number of individuals screened once the assessment tool is identified
- Number of mental health and substance abuse referrals made
- Number of persons participating in tobacco cessation classes
- Number of person who quit smoking

V. Health Needs Facility Does Not Intend to Address

During the community needs assessment process, Chautauqua County identified three focus areas, obesity in children and adults, promoting healthy women, infants and children and promoting mental health and decreasing substance abuse. Because Westfield Memorial Hospital does not have a maternity unit, the hospital will not be addressing the focus areas related to preconception and reproductive health, maternal and infant health and the disparity related to pregnant mothers who use drugs and drug addicted newborns.