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## Executive Summary

Every three years, the New York State Department of Health requires Local Health Departments and hospitals to submit Community Health Assessments and Community Service Plans, and Community Health Improvement Plans. These assessments and plans are meant to meet several requirements from state public health law and the Affordable Care Act. In recent years, the New York State Department of Health has encouraged local hospitals and health departments to collaborate in the creation of these documents in order to better serve their communities.

*“Collaboration is an essential element for improving population health in communities and in the State as a whole. Furthermore, working together to develop a community health assessment and community health improvement plan will reduce duplication and assist local health departments and hospitals to conduct this work in an effective, efficient manner” – New York State Department of Health, 2013*

In 2017, the seven Local Health Departments of the Mid-Hudson Region, including Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester Counties, and HealtheConnections created the Local Health Department Prevention Agenda Collaborative with the endeavor of creating the first regional Community Health Assessment for the Mid-Hudson Region. Shortly after, the Collaborative gained the support of 17 local hospitals. The hospitals contributed funds which allowed the Collaborative to contract with Siena College Research Institute to conduct a random digit dial regional community health survey to supplement the Regional Community Health Assessment and to gauge the perception of residents surrounding health and resources in their communities. Responses from 5,372 residents of the Mid-Hudson Region were collected. To further supplement the data collected from the community, Collaborative members held 12 focus groups with service providers to further understand the needs of specific communities and populations, and the barriers they face to achieving optimal health.

The Community Health Assessment document was written by staff at HealtheConnections with the support, feedback, review and input from the collaborative’s participating health departments and hospitals throughout the entire process. Along with the primary data collected by the Collaborative through the survey and focus groups, secondary data was compiled to show health indicators for the Region. A narrative was written around each health indicator to contextualize the data and outline how each indicator is related.

Nuvance Health used the Regional Community Health Assessment document as a reference for key health information to identify and prioritize the health needs of its New York communities and develop its 2019-2021 Community Service Plan. Vassar Brothers Medical Center (VBMC), Northern Dutchess Hospital (NDH) and Putnam Hospital Center (PHC) identified Prevent Chronic Diseases and Promote Well-Being and Prevent Mental and Substance Use Disorders as their priorities for 2019-2021.

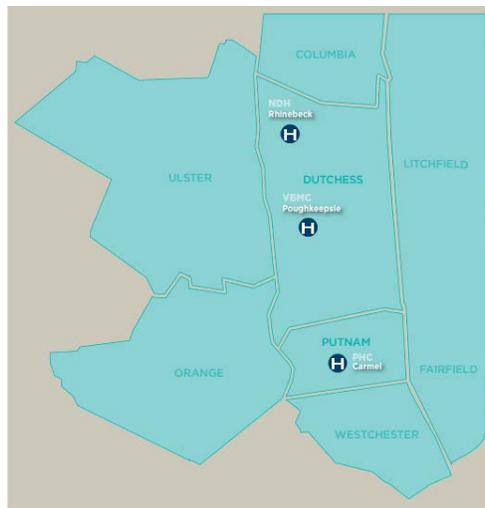
The full Mid-Hudson Regional Community Health Assessment can be found at [www.healthquest.org/community](http://www.healthquest.org/community).

## Nuvance Health

On April 1, 2019, Health Quest and Western Connecticut Health Network combined to form the new nonprofit health system, Nuvance Health. The new health system was created to provide communities across New York’s Hudson Valley and western Connecticut with more convenient, accessible and affordable care.

Nuvance Health’s mission is to continually make progress and pursue impossible, so we can improve the lives of every person in each of the communities we serve. Nuvance Health serves 1.5 million residents across New York and Connecticut and includes more than 2,600 physicians, 12,000 employees, seven hospitals (Danbury Hospital, New Milford Hospital, Northern Dutchess Hospital, Norwalk Hospital, Putnam Hospital Center, Sharon Hospital, and Vassar Brothers Medical Center), a large network of primary care and specialty practices, and multiple affiliated organizations.

### Communities Addressed in this NYS Community Service Plan



**Northern Dutchess Hospital:** Includes Dutchess County from Hyde Park north. It also includes several adjacent ZIP codes in Ulster County and some of the southernmost towns in Columbia County.

**Putnam Hospital Center:** Includes the eastern half of Putnam County, with the service area extending north to the southeast corner of Dutchess County and south to select bordering ZIP codes in northern Westchester County.

**Vassar Brothers Medical Center:** Includes the southernmost half of Dutchess County, up to and including the Town of Hyde Park, as well as the easternmost parts of Orange and Ulster counties.

## **About Vassar Brothers Medical Center**

Vassar Brothers Medical Center is a 365-bed facility that has served New York's Mid-Hudson Valley since 1887. Located in Poughkeepsie, VBMC has established centers of excellence in cardiac services, cancer care and women and children's health services. As a regional medical center, Vassar houses the area's first and only cardiothoracic surgery program between Westchester and Albany and the only Level III Neonatal Intensive Care Unit (NICU) in the region for premature, underweight and critically ill infants. Innovative procedures and services have been brought to the VBMC campus, including a Level II Trauma Center, robotic orthopedic surgery, liver surgery, interventional neuroradiology, thoracic surgical oncology and transcatheter aortic valve replacement (TAVR), negating the need to travel for this care.

VBMC is building a 696,000-square-foot, seven-level patient pavilion with 264 private medical/surgical patient rooms and 30 critical care rooms that will solidify its place as the destination of choice for patients in the region. The first patient is expected to be cared for in the building in late 2020.

The Dyson Center for Cancer Care, located on the Vassar campus, is designed to accommodate patients and their families while providing radiation therapy, stereotactic radiosurgery and a wide variety of support groups.

## **Vassar Brothers Medical Center Primary Service Area**

Like many communities in New York State, the VBMC service area is experiencing minimal population growth through 2029 (.82%) with a gradual decline in the numbers of young families and children. The most significant growth is expected in the number of residents aged 65 and older. The average household income in the VBMC service area is \$106,702. A high school diploma or GED is the highest level of education completed by 27% of the service area age 25 and older. (Source: The Claritas Company).

## **About Northern Dutchess Hospital**

Northern Dutchess Hospital is a 84-bed acute care, community hospital located in Rhinebeck, NY. NDH provides a comprehensive range of emergency, medical and surgical services offered through various specialty departments, including the Bone and Joint Center, Neugarten Family Birth Center, Emergency Department, Women's View, Dyson Center for Women's Imaging, Center for Healthy Aging, Wound Care and Hyperbaric Therapy Center, Cardio-Diagnostic Center, Outpatient Nutrition Department, Sleep Disorders Center, Paul Rosenthal Rehabilitation Center, outpatient rehabilitation service and our medically based Wellness Center.

The Northern Dutchess Hospital Martin and Toni Sosnoff patient pavilion, which opened in February 2016, has turned a 111-year old hospital into a modern medical facility. The 87,000 square foot pavilion advances the clinical care available to local residents. From the spacious, private rooms to the state-of-the-art surgical suites equipped with minimally invasive technology, patients and their families no longer

need to travel outside of the area for advanced medical care. With the new patient pavilion, Northern Dutchess Hospital has created a healing environment where modern medicine meets compassionate care.

### **Northern Dutchess Hospital Primary Service Area**

As its name suggests, NDH's service area includes Dutchess County from Hyde Park north. It also includes several adjacent zip codes in Ulster County and some of the southernmost towns in Columbia County. NDH's total population of 88, 729 (2019) is expected to decline through 2029. Like the neighboring VBMC service area, population growth is projected to be limited to people aged 65 and older. The average household income in the NDH service area is \$93,549. A high school diploma or GED is the highest level of education completed by 27.9% of the service area age 25 and older. (Source: The Claritas Company).

### **About Putnam Hospital Center**

Putnam Hospital Center is a 164-bed, acute care hospital offering medical, surgical, psychiatric and 24-hour emergency services. As the only hospital in Putnam County, Putnam Hospital Center has been serving the needs of Putnam, northern Westchester and southern Dutchess counties since 1964.

PHC provides a comprehensive range of inpatient and outpatient services offered through various specialty departments that include advanced orthopedic, robotic and bariatric surgeries; neurosciences including minimally-invasive spinal surgeries, stroke care and a sleep disorders lab; a blood management program; psychiatric care including a partial-hospitalization program; a comprehensive cancer program; maternity; 24/7 emergency care; the Center for Wound Healing, PHC Sleep Disorders Center and four Outpatient Physical Rehabilitation satellite facilities.

### **Putnam Hospital Center Primary Service Area**

Eighty percent of PHC's patient population comes from the eastern half of Putnam, with the service area extending north to the southeast corner of Dutchess County and south to select bordering zip codes in northern Westchester County.

The overall population in the PHC service area is projected to grow slightly (1.72%) to 100,753 by 2029. For the first time in many years, females of child-bearing years (15-44) is expected to grow through 2029 (2.03%) The average household income in the Putnam Hospital service area is \$132,314. A high school diploma or GED is the highest level of education completed by 26.3% of the service area age 25 and older. (Source: The Claritas Company).

## **The Community Health Needs Assessment Process**

In 2017, the seven Local Health Departments of the Mid-Hudson Region, including Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester Counties, and HealtheConnections created the Local Health Department Prevention Agenda Collaborative with the endeavor of creating the first regional Community Health Assessment for the Mid-Hudson Region. Shortly after, the Collaborative gained the support of 17 local hospitals. The hospitals contributed funds which allowed the Collaborative to contract with Siena College Research Institute to conduct a random digit dial regional community health survey to supplement the Regional Community Health Assessment and to gauge the perception of residents surrounding health and resources in their communities. Responses from 5,372 residents of the Mid-Hudson Region were collected. To further supplement the data collected from the community, Collaborative members held 12 focus groups with service providers to further understand the needs of specific communities and populations, and the barriers they face to achieving optimal health.

The Community Health Assessment document was written by staff at HealtheConnections with the support, feedback, review and input from the collaborative's participating health departments and hospitals throughout the entire process. Along with the primary data collected by the Collaborative through the survey and focus groups, secondary data was compiled to show health indicators for the Region. A narrative was written around each health indicator to contextualize the data and outline how each indicator is related.

The New York hospitals of Nuvance Health used the Community Health Assessment document as a reference for key health information to identify and prioritize the health needs of their communities. The assessment allowed Vassar Brothers Medical Center, Northern Dutchess Hospital and Putnam Hospital Center to develop their 2019-2021 Community Service Plans.

The full Mid-Hudson Regional Community Health Assessment can be found at [www.healthquest.org/community](http://www.healthquest.org/community).

## **Community Service Plan/Implementation Strategy**

Each Nuvance Health hospital has a Community Health Needs Committee (CHNC) with representation from board members, the executive team, hospital staff, community members and representatives from the local health departments and community agencies. The CHNC's at Vassar Brothers Medical Center, Northern Dutchess Hospital and Putnam Hospital Center convened workgroups at each hospital to review the findings of the Regional Community Health Assessment and review the local health department priority areas in order to determine their Prevention Agenda priorities for the 2019-2021 period.

Vassar Brothers Medical Center, Northern Dutchess Hospital and Putnam Hospital identified the following two priorities to align with the local health department priorities:

1. Prevent Chronic Diseases
2. Promote Well-Being and Prevent Mental and Substance Use Disorders

The workgroups developed goals, objectives, strategies action steps and metrics to measure success for these priority areas.

**Priority Area One: Prevent Chronic Disease**

Focus Area	Goal Focus Area	Intervention	Objective
<b>Focus Area 1:</b> Healthy Eating and Food Security	<b>Goal 1.1:</b> Increase Access to healthy and affordable	Putnam Hospital Farmer’s Market	Provide access to fresh fruits, vegetables and local foods to employees and community members
<b>Focus Area 1:</b> Healthy Eating and Food Security	<b>Goal 1.3:</b> Increase Food Security	Silver Plates, \$5 Heart Healthy Senior Suppers (Northern Dutchess Hospital)	Program that advocates healthy food as a direct path to disease prevention
<b>Focus Area 4:</b> Physical Activity	<b>Goal 4.3:</b> Promote evidence-based care to prevent and manage chronic diseases	Tai Chi for Arthritis (Putnam Hospital Center)	Flexibility exercises to help to reduce pain and stiffness, thus improving mobility.
<b>Focus Area 4:</b> Preventative Care and Management	<b>Goal 4.3</b> Promote evidence-based care to prevent and manage chronic diseases including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity	Offer the CDC National Diabetes Preventions Program to the community (Northern Dutchess Hospital)	Evidence-based lifestyle change programs to reduce their risk of type 2 diabetes.
<b>Focus Area 4:</b> Preventative Care and Management	<b>Goal 4.4</b> In the community setting, improve self-management skills for individuals with chronic diseases, including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity	Chronic Disease Self-Management (Putnam Hospital)	Improve physical and psychosocial outcomes and quality of life for people with chronic health conditions
<b>Focus Area 4:</b> Preventative Care and Management	<b>Goal 4.4</b> In the community setting, improve self-management skills for individuals with chronic diseases, including asthma, arthritis, cardiovascular disease, diabetes and prediabetes and obesity	Pilot a Chronic Disease Food Clinic/Pantry (Vassar Brothers Medical Center)	Modeled after a program in Ohio, pilot a “food clinic” in partnership with the local food banks, local businesses, farmer’s markets, and outreach organizations to address nutrition-related illnesses by linking doctors, nutritionists and patients to supplemental food to promote health, prevent future illness and facilitate recovery.

Collaborating community partners for priority area one will include: Putnam County Department of Health and Dutchess County Department of Behavioral and Community Health, Northern Dutchess Hospital Center for Healthy Aging, local health providers, local farms, local food-centered organizations, community groups and senior centers.

**Priority Area Two: Promote Well-Being and Prevent Mental and Substance Use Disorders**

Focus Area	Goal Focus Area	Intervention	Objective
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 1.1:</b> Strengthen opportunities to build well-being and resilience across the lifespan	Postvention Program (Putnam Hospital Center)	Increases the capacity of a community or organization to respond effectively to a suicide death in order to prevent additional suicides and promote healing for survivors of suicide loss.
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 2.2:</b> Prevent opioid overdose deaths	Offer Medication Assisted Treatment (MAT) training to physicians (system-wide)	Training to all providers to apply to the Drug Enforcement Agency for a waiver to prescribe buprenorphine, a medication approved by the FDA for the treatment of opioid use disorder.
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 2.2:</b> Prevent opioid overdose deaths	Participate in National Drug Take-Back Days (Dutchess and Putnam County)	Reduce the quantity of opioids available on the streets and provide safe disposal options for community members
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 2.2:</b> Prevent opioid overdose deaths	Develop System-wide Opioid Stewardship Program	Reduction in opioid use as first-line treatment; training of providers; establish a referral base
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 2.2:</b> Prevent opioid overdose deaths	Narcan Training for Community (Dutchess and Putnam County)	Explain how naloxone works to reverse an overdose, what to do when an overdose is suspected, and how and when to administer the medication
<b>Focus Area 2:</b> Prevent Mental and Substance User Disorders	<b>Goal 2.5:</b> Prevent suicides	SafeTalk Program (Putnam Hospital Center)	Teach participants to recognize and engage persons who might be having thoughts of suicide and to connect them with community resources trained in suicide intervention.

Collaborating community partners for priority area two will include: Putnam County Department of Health, Putnam County Mental Health, Dutchess County Department of Behavioral and Community Health, NYS DOH Drug User Health, local law enforcement, local DEA offices, local health providers and community partners.

### **Dissemination to the Public**

Nuvance Health will make the Community Health Needs Assessment and three-year Community Service Plan available on the website, [www.healthquest.org/community](http://www.healthquest.org/community). In addition, printed copies of these documents will be made available to the public (free of charge) in the administrative offices at the Nuvance Health LaGrangeville corporate offices, Northern Dutchess Hospital, Putnam Hospital Center and Vassar Brother Medical Center and the library at Vassar Brothers Medical Center.

### **Maintaining Engagement and Tracking Progress**

The CHNCs are tasked with overseeing the development and updating of community health needs assessments, monitoring the hospitals' responses to the assessment to ensure that the identified healthcare needs are being met. Additionally, representatives from all hospitals participate in community boards and task forces that keep them in regular touch with community partners. The CHNCs meet quarterly to review progress toward the goals stated in this document and determine if any changes to objectives are required. Project-specific workgroups at each hospital also meet regularly to implement the tactics outlined in this document.

*Nuvance Health would like to extend its sincerest thanks to the HealthConnections, Putnam County Department of Health and Dutchess County Department of Behavioral and Community Health for their contributions and assistance creating the Mid-Hudson Regional Community Health Assessment and their contributions to this Community Service Plan.*