



# CHNA Implementation Plan



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## Introduction

Management of Chronic Health Conditions

Promote Mental Health and Prevent Substance Abuse

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Oswego Health is committed to improving the overall health and wellness of the community it serves. The Mission of Oswego Health is *“to provide accessible, quality care and improve the health of residents in our community.”* Towards that end, Oswego Health completed a Community Health Needs Assessment in 2013 to identify the primary health needs within the community it serves. Having identified these needs and confirming actions already undertaken by the health system, Oswego Health has developed this implementation plan to work within the community to address these needs.

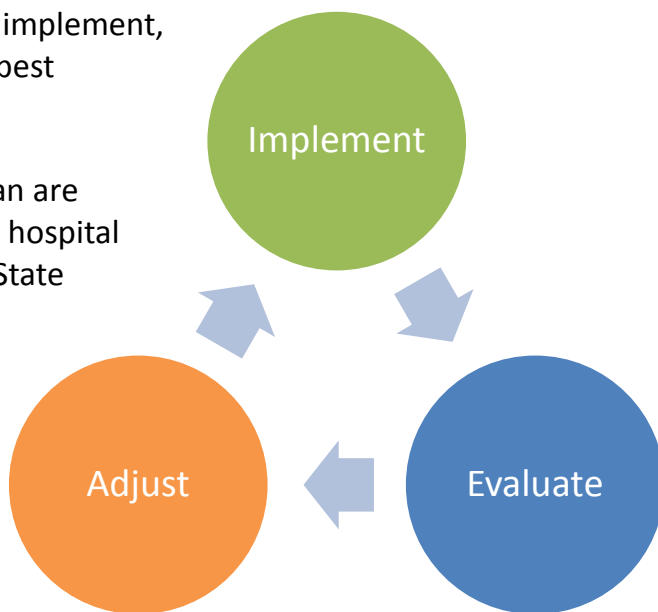
Oswego Health intends to continue to collaborate with community partners to optimize healthcare delivery for Oswego County residents. Implementing effective goals and strategies to address the needs identified in the CHNA is a top priority for the organization. The needs identified in the CHNA which are being specifically addressed by Oswego Health in this implementation plan are:

- Address the continuing need to provide **ongoing management of health issues for residents with chronic health conditions**, such as diabetes, COPD, and CHF; and,
- **Promote mental health and focus on preventing substance abuse and suicide** including services for emotional and behavioral health and disorders, as well as the prevention of substance abuse and suicide.

For each of these needs, Oswego Health has outlined its objectives and strategies to address the issues pertaining to the need. A team of hospital staff, working with its consultant, RMS Healthcare, have developed this implementation plan to apply hospital resources for the greatest impact on meeting the identified community needs. Over the next several years, Oswego Health will implement, evaluate, and adjust its strategies to obtain the best outcomes for its community.

The needs identified for this implementation plan are consistent with the Community Service Plan the hospital has developed and submitted to the New York State Department of Health.

The other needs identified by the CHNA are issues that Oswego Health feels are currently being addressed by other county resources, are ongoing initiatives that Oswego Health is continuously working on, and/or will be focused on in future years by Oswego Health.





Introduction

# Management of Chronic Health Conditions

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## Background

- ❖ The secondary research conducted by RMS (County Demographic Profile) shows high incidence rates of chronic diseases such as diabetes, COPD, and CHF. Lack of management services, education, etc., for chronic conditions was also identified in the Phone Survey with Community Residents.
- ❖ Oswego Health currently has several programs and services in place to address the needs of residents with chronic diseases. The hospital continues to work with other community organizations and agencies to address the needs of the chronically ill. Efforts to build awareness among providers and the population at large will be made regarding the resources available to those with chronic diseases.

### **Objective 1: Implement a Chronic Disease Self Management (CDSM) Program, in partnership with the Oswego County Health Department.**



**GOAL:** By December 31, 2016, increase by at least five percent the number of adults with arthritis, asthma, cardiovascular disease or diabetes who have completed a CDSM program.

**Strategy:** In its efforts to reduce the incidents of diabetes, heart failure and COPD, Oswego Health will partner with the Oswego County Health Department to offer Chronic Disease Self-Management (CDSM) classes. These health partners will utilize the CDSM program developed by Stanford University’s Patient Education Research Center to achieve this goal.

Oswego Health employees trained in the program will offer at least two CDSM classes each year of the plan. The health system will target those individuals in rural areas and senior citizens, the county’s most fragile groups from a health status standpoint. The anticipated results include: empowering community members to improve their own health by providing them with education and tools; and, reduce hospital admissions for those enrolled in the program.

#### **Measurements of Effectiveness**

- Staff will routinely track and evaluate the health status of participants.
- Measure the number of active sites providing CDSM programs in Oswego County.
- Measure the number of enrolled adults who have successfully completed the CDSM program.

### **Objective 2:** Increase access to and participation in diabetes self-management education and programs.

**GOAL:** By December 31, 2016, increase by at least five percent the number of individuals receiving outpatient diabetic education and attend diabetes support groups.



**Strategy:** To complement the CDSM classes, Oswego Health's Certified Diabetes Educator will provide diabetes counseling to hospital patients and outpatients. In addition, the Educator will offer two free monthly diabetes support groups.

#### **Measurements of Effectiveness**

- Staff will routinely track and evaluate the health status of participants.
- Measure the number of CDSM enrolled adults who have successfully completed the CDSM program, received outpatient diabetic education or attended a support group.

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## Background

- ❖ Both primary research (Key Stakeholders Interviews) and the secondary research conducted by RMS (County Demographic Profile) identify the need to promote mental health and prevent substance in the community. Secondary research shows that the suicide rate in Oswego County is twice as high as New York State.
- ❖ Oswego Health currently has a variety of behavioral health services located throughout their service area that specialize in both adult and pediatric patients. Efforts to increase their program offerings and awareness of services have begun but will be dependent on resources available to the organization.

### **Objective 1: Reduce the occurrence of suicide in Oswego County among both adults and youth.**

**GOAL:** By December 31, 2016, reduce the age-adjusted suicide mortality rate by 10 percent.

**Strategy:** To reduce suicide rates, Oswego Health will implement the Columbia-Suicide Severity Rating Scale (C-SSRS), an evidenced-based practice, developed by Columbia University Medical Center. The Columbia-Suicide Severity Rating Scale (C-SSRS), is a screening tool which has demonstrated the ability to predict suicide attempts in suicidal and non-suicidal individuals. The C-SSRS will be rolled out to Oswego Hospital’s outpatient clinics, inpatient unit, Assertive Community Treatment (ACT) Team and in the hospital’s emergency department over the course of this plan.



#### **Measurement of Effectiveness**

- Monitor the number of locations in the health system oriented to the C-SSRS.
- Solicit input from staff on C-SSRS program effectiveness.

**Objective 2:** Increase suicide prevention activities and mental health services among youth in Oswego County.

**GOAL:** By December 31, 2016, increase by at least 5 percent the number of children receiving school-based mental health clinic services.

**Strategy:** Complementing the suicide rating scale implementation, Oswego Hospital will collaborate with Oswego County Department of Social Services to expand the School-Based Mental Health Services.



Currently, the Division oversees five school-based satellite clinics where a licensed social worker provides outpatient mental health services to students who have been identified by school staff. The school based therapist provides assessment, therapy, and ensures the student is provided referrals for any other identified services. These satellite clinics will assist in assessing and identifying at-risk children and adolescents that may otherwise not seek out mental health services, thereby reducing suicide risk and substance abuse risk for these children.

**Measurement of Effectiveness**

- Monitor the number of students participating in school based clinic services.

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Needs Not Addressed in Implementation Plan

- ❖ Oswego Health is always concerned with and recognizes the importance of all needs identified in the community, such as community members living below the poverty level, affordable healthcare coverage, access to care, etc. However, the hospital is unable to address some of these larger-scale issues because of its limited resources and the limited effect it could have on impacting these issues. For example, while uninsured individuals impact the hospital directly and change the makeup of the community served by Oswego Health, this issue is being addressed at state and national levels. However, Oswego Health has several initiatives in place to assist those that need financial assistance.
- ❖ While it cannot address every need, Oswego Health does what it can to steer community members to appropriate resources available to meet their individual needs. The needs identified in the CHNA which Oswego Health chose not to pursue in this implementation plan are:
  - **Reduce the prevalence of risky behaviors and encourage healthy lifestyles**, including the importance of physical activity and nutrition in the Oswego Health service area.
  - **Improve access of specialty care providers** to adequately care for the current and projected population of the Oswego Health service area;
  - **Decrease the incidence of tobacco use** in the Oswego Health service area (25% of the population) and therefore reduce those impacted by the health issues it causes for users and the community-at-large;

Although Oswego Health chose not to specifically address these needs in its implementation plan, these needs are all initiatives that Oswego Health is continuously aware of and making efforts to address. Additionally, there are many other resources available within the community addressing these needs and Oswego Health fully supports their efforts.

- ❖ Efforts currently underway/available to **reduce the prevalence of risky behaviors and encourage healthy lifestyles** include:



- partnering with local school districts to educate young residents of the importance of healthy lifestyles;
- offering wellness programs and education to its own employees;
- sponsoring health-focused events such as the Tri-Oswego Triathlon, Wellness Expo, Springside Charity Walk, Dragon Boat Races and others;

- providing screening and health and wellness information at sponsored events related to physical activity, nutrition and wellness;
  - the hospital's Community Health staff providing lessons to 7th graders in area school districts to promote exercise and healthy eating habits while also outlining the dangers of smoking;
  - distributing the nutrition resource guide to patients utilizing Oswego Hospital services; and
  - in collaboration with the Cornell Cooperative Extension, implementing the Body Works Program and training families/caregivers in the county.
- ❖ Efforts currently underway/available to **improve access of specialty care providers** include:
- making efforts to improve on the Healthstream 2010 physician satisfaction scores and RMS' 2012 survey results;
  - tracking the turnover rate of physicians in the Oswego County area;
  - recruiting practitioners in each specialty area of general surgery, ophthalmology, orthopedic surgery, otolaryngology and urology;
  - implementing the recommendations of the 2012 Medical Staff Development Plan by recruiting additional practitioners in pediatrics, obstetrics and primary care; and,
  - recruiting additional mental health providers in psychiatry and/or neurology.
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- ❖ Efforts currently underway/available **decrease the incidence of tobacco use** include:
- facilitating the referral of pregnant women to smoking cessation programs by providing information for an online smoking cessation program at [www.smokefree.gov](http://www.smokefree.gov) and providing additional support from Oswego Hospital's Certified Smoking Cessation Counselors to the county's OBGYN patients and patients utilizing maternity services at Oswego Hospital;
  - counseling employees who indicate that they smoke on intake forms during annual employee screenings;
  - counseling 100% of inpatients who admit they smoke upon hospital admission; and
  - participating in "Fax to Quit," which offers smoking cessation support following discharge.

- ❖ In addition to the needs identified and addressed by the CHNA, the hospital has several initiatives it has implemented throughout the community. These initiatives continue to improve the health and wellness of the community served by Oswego Health.
  - To initiate new programs and services to improve the health status of the community, Oswego County's healthcare leaders met this year to discuss the county's health challenges and to share data and documentation. The meeting resulted in the leaders agreeing to continue to work together to develop effective programs and services that will lead to an improved health status for residents. Attending the initial meeting were Oswego Health President and CEO, Ann C. Gilpin, along with staff members Jeff Coakley, VP for Strategic Services and Brenda LaMay, Director of Community Services, and Oswego County Director of Public Health, Jiancheng Huang.
  - One of the significant improvements in healthcare in Oswego County this past year was the development of the Oswego County Collaborative. The collaborative's partners include Oswego Health, Oswego County Opportunities, a non-profit community action agency offering more than 50 human service programs, and Northern Oswego County Health Services Inc. (NOCHSI), a federally qualified health center (FQHC). Through this collaborative, primary care services will remain available in the rural county for the foreseeable future. Previously, the three health partners collectively operated six primary care clinics. During the past year, these centers transitioned to the NOCHSI, which, as a FQHC, can operate them more efficiently and with financial stability. It should be noted that the collaboration was recognized as the Outstanding Rural Health Program of the Year by the New York State Association for Rural Health at its annual meeting in September. In addition, individuals from the three partnering organizations were honored as Healthcare Workers of the Year.
  - In addition to the county's healthcare leadership's initiative and the new collaboration, Oswego Health will continue to collaborate with its many other healthcare partners. Those partners include:
    - Oswego Hospital Medical Staff
    - The Rural Health Network, where Oswego Health staff members participate in both this organization's Steering Committee and the County Health Issues Work Group;
    - Cornell Cooperative Extension;
    - Tobacco-Free Network;
    - Oswego City-County Youth Bureau;
    - Fulton and Oswego YMCAs;
    - Oswego County Mental Hygiene;



- Farnham Family Services, which provides substance abuse treatment, prevention and intervention; and
  - Oswego County Opportunities, a community action agency providing more than 50 human service programs.
- Oswego Hospital has implemented a Nurses Improving Care for Healthcare Elders program. NICHE is a national organization focused on improving care for older adults. Among the program's goals are to decrease illness and injuries associated with older adults and to reduce the length of their hospital stays.
  - Oswego Health supports the education of future healthcare workers. The hospital works with area colleges, providing students with first-hand learning opportunities at the hospital.



The hospital works with area colleges, providing students with first-hand learning opportunities at the hospital. Oswego Hospital also hosts 20 junior high aged students each summer for a two-day summer MASH (Medical Academy of Science and Health) Camp program which allows the youths to explore healthcare careers.

- Oswego Health's emergency management team holds several drills each year that train staff to be best prepared for a community emergency. Collaborating with our health system during these drills are local, state and federal officials.
- Oswego Health's Strategic Planning Process regularly tracks and reports community health data for the review by the Board of Directors, Oswego Hospital Medical Staff and Health System employees. This process is designed to consistently evaluate progress, adjust programs and implement improved activities to obtain the best healthcare outcomes in the community.

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Adoption by Board of Directors



By resolution of the Board of directors of Oswego Hospital on this date, this Implementation Plan was adopted by the Hospital and will serve as a guiding tool over the next three years to meet the needs of the community for whom it serves.

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Secretary , Board of Directors

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Date