



**COMMUNITY SERVICE PLAN
2012 Update**

September 2012

Question #1: Please give us your contact information:

CSP Liaison: Kellie Montagnino
Email: kmontagnino@wphospital.org
Phone number: 914-681-1192

Question #2: Region hospital/system

MARO – New Rochelle/Mid-Hudson

Question #3: Hospital

White Plains Hospital

Question #4: County

Westchester County

Question #5: If you selected NYC, which borough

N/A

Question #6: What is your Mission Statement

Mission Statement:

White Plains Hospital is a voluntary, not-for-profit health care organization with the primary mission of offering high quality acute health care and preventive medical care to all people who live in, work in or visit Westchester County and its surrounding areas. This care and service will be delivered in a caring and compassionate manner, focusing on meeting the needs of the community.

White Plains Hospital's services extend beyond inpatient and outpatient care to include assessing and improving the health care status of the local community, the professional community and the business sector. The Hospital will strive to enhance its capabilities and to deliver health care services, within the scope of its resources, in a cost effective manner.

White Plains Hospital believes success is assured by the dedication of the people who make up the supporting constituencies:

- employees
- physicians
- licensed health care professionals
- volunteers
- individual supporters

- business and civic organizations

All care and services will be provided without regard to race, color, creed, national origin, age, sexual orientation or ability to pay.

Question #7: Please describe the Hospital Service Area. Indicate any changes to the primary service area used in the community service planning. Indicate whether or not any changes have occurred since the submission of the last report:

Definition of Service Area: no change

White Plains Hospital draws patients from throughout Westchester County and the surrounding areas, with the majority coming from nearby communities in the central and southern portions of the County.

The Hospital defines the following communities, as designated by zip code, as it's primary and secondary catchment areas:

10502	Ardsley	10603	White Plains
10503	Ardsley on Hudson	10604	White Plains
10523	Elmsford	10605	White Plains
10528	Harrison	10606	White Plains
10530	Hartsdale	10607	White Plains
10532	Hawthorne	10701	Yonkers
10533	Irvington	10703	Yonkers
10538	Larchmont	10707	Yonkers
10543	Mamaroneck	10708	Yonkers
10573	Port Chester/Rye Brook	10709	Yonkers
10577	Purchase	10710	Yonkers
10580	Rye	10706	Hastings on Hudson
10581	Avon	10707	Tuckahoe
10583	Scarsdale	10708	Bronxville
10591	Tarrytown	10709	Eastchester
10594	Thornwood	10801	New Rochelle
10595	Valhalla	10802	New Rochelle
10601	White Plains	10803	New Rochelle
10602	White Plains (PO Boxes)	10804	New Rochelle
		10805	New Rochelle

White Plains Hospital continues to be the primary hospital for White Plains, Scarsdale, Hartsdale, Harrison and sections of the Town of Greenburgh.

Question #8: Which partners have you worked with in planning, implementation and evaluation of your CSP?

(choices offered):

- Academia
- Community-based organizations
- Elected Officials
- Employers and business
- Faith organizations
- Governmental organizations
- Local health department
- Health-care partners
- Schools

Question #9: How do you work with your partners? (check all that apply)

- Plan programs together
- Implement programs together
- Evaluate programs together
- Coordinate outreach to the community

To better achieve our goals for the Prevention Agenda Priorities over the past three years we met with and continue to work with our collaborative partners on an ongoing basis. As our partnerships have expanded and our goals have taken shape our reach and collaborations have expanded as well. White Plains Hospital now boasts over 50 groups, organizations, schools and government agencies that we partner with on an ongoing basis.

Question #10: What are the Prevention Agenda Priorities identified in the CSP?

- Chronic Disease
- Mental Health and Substance Abuse
- Physical Activity and Nutrition

Question #11: How do these priorities compare to the priorities reported in the previous CSP?

Same

Question #12: Please check priorities added or deleted or write NA if no change was made.

NA

Question #13: Please identify discrete goals/objectives for the elected priority areas.

In White Plains Hospital's 3-Year Comprehensive Plan we chose 3 distinct health improvement goals; the first being chronic disease, focusing on coronary heart disease and reducing sodium intake.

- In an effort to meet our goals we embarked on an aggressive educational campaign within the community to target sodium reduction, and increased awareness of ways to maintain a healthy blood pressure and avoid heart disease. We first focused within the Hospital, tracking the availability and sales of low-salt menu items. We expanded over the following years, partnering with Stellaris Health, a network of 4 hospitals (White Plains Hospital, Lawrence Hospital Center, Northern Westchester Hospital and Phelps Memorial Hospital Center), along with the Westchester County Department of Health, and the Open Door Family Medical Centers of Westchester. We created a Prevention Agenda Advisory Board comprised of Nursing, Human Resource and Marketing/Community Outreach staff members to oversee the delivery of education and outreach programs for staff. The committee is focused on addressing this particular prevention agenda item. The Prevention Agenda Advisory Board met and continues to meet, to analyze our respective data to determine the effectiveness of each program, to plan our collaborative "Wellness Wednesday" nutrition event and compare best practices across the communities we serve. In addition White Plains Hospital held its Annual Heart to Heart Fair in February which offered free blood pressure screenings, valuable heart healthy education and free consultations from nurses, pharmacists and nutritionists to over 200 individuals.

Our second priority agenda goal, to increase physical activity, including actual exercise events for the community and physical fitness education.

White Plains Hospital has taken steps to combat obesity through programs to help increase physical activity. WPH has collaborated with the following partners on this mission: Simon Malls, the YWCA of White Plains and Central Westchester, Burke Rehabilitation Center, New York Sports Club, The Harrison Public Library, Thomas H. Slater Center, El Centro Hispano, Sodexo Foods, Westchester County Mental Health Department and Apogee Pilates & Wellness.

Below are the programs we have initiated and their results:

- Biggest Loser competition – March of 2011, more than 90 Hospital employees committed to the challenge of getting healthy by losing weight. The Biggest Loser competition was one of White Plains Hospital's employee wellness initiative programs which has blossomed and spread to the community through boosted morale, improved health and fitness and increased productivity in the workplace. A total of 1,000 pounds was lost in 3 months (March-May, 2011).
- Move It To Lose It! – Spring, 2012, more than 200 Hospital employees participated in our "Move It To Lose It" Living Well Program. Nearly 20 teams of 10-12 members counted their total steps taken and total pounds lost over a 9 week period. The program ran from April 16-June 17, and similarly to our Biggest Loser competition in 2011, it improved our employees' health and fitness, as well as increasing productivity in the workplace.
- "Get on Your Mat for Mental Health" – June 20, 2012, more than 500 people from around Westchester County joined this summer solstice mega yoga event. Our partnership with the County Mental Health Department was a huge success and helped raise awareness for mental health needs and encouraged activities which improve health and wellness. WPH was the mat sponsor, giving

each participant a free yoga mat to encourage community members in their daily yoga / exercise practice.

- In addition to this initiative the Hospital now provides weekly free Yoga classes for employees and volunteers, walking Wednesdays, e-blast health tips and handouts and various lunch and learns on nutrition and physical activity, both in and outside the Hospital walls.
- MallWalkers Program – This free, supervised walking program meets three times per week at the local mall and includes informative presentations plus free blood pressure screenings and events. 7,100 walkers participated in the program between September 2009-September 2012.
- Wellness Through Prevention Month (WTPM) – May is dedicated to educational seminars relating to chronic disease prevention through exercise, healthy recipes, health screenings, and other activities supporting wellness through prevention. In 2012, over 800 people attended WTPM events at the following locations: White Plains Senior Center, Burke Rehabilitation Hospital, Bloomingdales, Dickstein Cancer Treatment Center, The Ritz-Carlton, George Washington Elementary School, Trinity United Methodist Church, The ARTs Westchester and the White Plains Community Center.

White Plains Hospital’s third priority agenda goal is to educate the community about underage drinking, its causes and effects and the ways we, as a community, can combat this problem.

WPH is dedicated to helping prevent and reduce alcohol use among adolescents. The following programs have been carried out to educate families on the effects of underage drinking and ways to help eliminate this problem:

- The existing WPH “Dying High in the Emergency Room” video was updated in January, 2010. Throughout our 3 year planning period this video was used at John Jay High School and White Plains High School at their Drug & Alcohol Forums in order to educate teens in attendance on the potentially fatal effects of underage drinking. Discussions were initiated and parents, teens and law enforcement officials talked about ways to help eliminate underage drinking in the community. This video is also posted on the White Plains Hospital website. In 2012 nurse managers from our Emergency Department visited several White Plains Schools and presented this program to PTOs.
- Health Alliance on Alcohol – Ongoing program providing pamphlets for parents, in English and Spanish, about underage drinking prevention.

Over 100 pamphlets have been distributed at each of the following Hospital sponsored health fairs over the past 3 years:

Emergency Department Grand Opening, White Plains Hospital
Pregnancy Fair, White Plains Hospital
White Plains Global Health Fair, White Plains
African American Health Expo, Dobbs Ferry
Latina Young Women’s STEM Expo, White Plains
Temple Israel Health Fair, White Plains
Annual Neighborhood Health Fair, White Plains
Mayfair at Playland, Rye

Port Chester Fest, Port Chester
Hispanic Heritage Day, Valhalla
National Night Out, White Plains
Port Chester Community Health Fair, Port Chester
Family Health Center Open House, White Plains Hospital

Additionally, over 200 booklets have been sent to physician offices, schools, and to community centers throughout Westchester County.

Question #14: What measures are you using to track progress in your selected priorities? If “not applicable” please explain why.

Assessing our community’s health needs continues to be paramount for the Hospital. Each year our CSP Committee goes into the community to interview community leaders across our service area.

Internal surveys such as employee and physician satisfaction surveys have been, and continue to be conducted on a regular basis.

Question #15: Please provide an update on the Plan for Action. Provide a summary of the implementation status of your 3-year plan, including successes and barriers in the implementation process. If applicable indicate how and why plans have been altered as a result of stated successes and barriers.

In keeping with the Commissioner of Health’s mission, White Plains Hospital, working in conjunction with our community partners, and the Hospital’s Community Service Plan Committee, has been actively reviewing our present initiatives, strategic plans and prevention agenda priorities. Our Community Service Plan Committee’s mission is to assess our community’s health needs on an annual basis and recommends programs and/or services to meet those needs. Our plan for action has been identified through our committee as we continue our ongoing dialogue with patients, organizations, area business leaders, elected officials, not for profits and our Westchester County Department of Health.

The Hospital's commitment to community service is evident throughout our planning processes. The needs identified in this planning process are incorporated annually with the strategies and goals set by the Hospital, and are incorporated into the Community Service Plan. For example, the Hospital wanted to outreach more to the business community. We sent invitations (speaker’s bureau flyers and a letter) to all members of the Westchester County Association and received positive feedback from several local businesses, including FUJI, JH Kohn, Baby Cottons, Dannon, Whole Foods, Above Net and IBM. All are now full-fledged partners with the hospital, taking on wellness initiatives, health fairs, lunch and learn series among other community benefit events.

Based on our conversations with our collaborative partners, requests on particular topics for presentations such as nutrition and underage drinking from additional groups, and statistical data previously reported in our 2010, 3-Year Comprehensive Community Service Plan, needs have been identified and White Plains Hospital responded by concentrating on the selected prevention agenda priorities.

White Plains Hospital Prevention Agenda Priorities:

Chronic Disease: Coronary Heart Disease – Reduce Sodium Intake

Health improvement goals include educating the community about sodium reduction in the diet and making the public aware of ways to maintain a healthy blood pressure and avoid heart disease.

Physical Activity & Nutrition– Increase Physical Activity

Our priority agenda goal to increase physical activity includes actual exercise events for the community and physical fitness education.

Mental Health & Substance Abuse – Decrease Alcohol Consumption in Teen Population

White Plains Hospital's third priority agenda goal is to educate the community about underage drinking, its causes and effects and the ways we, as a community, can combat this problem.

White Plains Hospital has implemented several measurable programs to our action plan. Working with our collaborative partners to our hospital physicians, nurses, staff and volunteers has given our Prevention Agenda Priorities great success stories.

We have identified several steps to help individuals reduce sodium in their diets through the collaboration with Sodexo Foods, American Heart Association, Mercy College, Berkeley College, Temple Israel Center, Thomas H. Slater Center, Beth El Synagogue, Port Chester Open Door, White Plains Youth Bureau, JH Cohn, At Home on the Sound, White Plains School District, Armonk Lions Club, The Old Guard of White Plains, Our Lady of Sorrows and the YWCA of White Plains and Central Westchester:

- Cafeteria foods continue to be labeled with nutritional content (including sodium content) allowing consumers to make an educated choice about their meal selections. In addition, low-sodium and low-fat entrees are marked with a wellness symbol on the menu display in the Hospital cafeteria. The Hospital cafeteria offers a variety of freshly prepared food selections and all entrees, side dishes, soups and grill and deli specials are all made according to Sodexo's wellness criteria.
- Total number of low-sodium, "healthier food" choice sales in the cafeteria have remained constant or increased since we have implemented the placement of this criteria (2009 through 2012). Current sodium criteria for wellness:
 - Entree / Soup / Veggies / Starches / Desserts < or = 800mg
 - Approx. 85% of the food served in the cafeteria meets these criteria since we are following mostly wellness recipes. Allowances for soup / entree recipe fluctuations.
 - For the salad bar, approximately 75% can be considered low sodium.
 - Snack foods in vending and cafeteria < 360mg.
 - 75% of our vending snack foods meet these criteria.
 - 90% of our cafeteria snack foods meet it.
- Hospital vending machines now have low-sodium (5% or less of the Daily Value of Sodium) snack choices marked. Results of this new program have been measured by vending machine sales of low-sodium snacks. Sales of these low-sodium snacks have not changed since inception of this initiative (2009 through 2012).

- Blood pressure screenings continue to be held throughout the community and included educational pamphlets on sodium reduction in English and Spanish handed out to the screening recipients. Between September 2009 and September 2012, White Plains Hospital provided over 2,500 blood pressure screenings to individuals in the community at over 60 events. Additionally, the Auxiliary of White Plains Hospital sponsors monthly blood pressure screenings in the Hospital lobby for the community.
- Nutritional presentations were held at several sites in the community including: ShopRite White Plains, Mamaroneck Ave & George Washington Elementary Schools in White Plains, Bethel Baptist Church, The Slater Center, Open Door Health Care, The White Plains YWCA, Harrison Public Library, Restaurant 42 White Plains, Atria Rye Brook, Port Chester Senior Center, White Plains Hospital for the White Plains Youth Bureau, At Home on the Sound in Rye, MBIA of Armonk, Panera Bread, Armonk Lions Club, The Old Guard of White Plains, Our Lady of Sorrows, White Plains Senior Center, Rye Brook Senior Center and the New Rochelle Senior Center. Over 500 people attended the various events.
- Educational articles on the importance of sodium reduction have been published in the Hospital's e-newsletter, intranet and through a new "This Week in Wellness" employee E-Blast, as well as a monthly clinical nutrition newsletter and daily health tip distributed by our food services staff.

Along with the above programs, White Plains Hospital hosts a monthly Stroke Support Group, and the Heart Club to help bring awareness to the community on the effects of sodium reduction in the diet to help lower blood pressure and reduce the risks for heart attack and stroke.

With regard to our Physical Activity and Nutrition prevention agenda priority White Plains Hospital has taken steps to combat obesity through programs to help increase physical activity. WPH has collaborated with the following partners on this mission: Simon Malls, the YWCA of White Plains and Central Westchester, Burke Rehabilitation Center, New York Sports Club, Sodexo Foods, and Apogee Pilates & Wellness. Below are the programs we have initiated and their results:

- Biggest Loser type of competition – In March of 2011, more than 90 Hospital employees committed to the challenge of getting healthy by losing weight. The Biggest Loser competition was one of White Plains Hospital's employee wellness initiative programs which has blossomed and spread to the community through boosted morale, improved health and fitness and increased productivity in the workplace. A total of 1,000 pounds was lost in 3 months (March-May, 2011).
- In addition to this initiative the Hospital provides weekly free Yoga classes for employees and volunteers, a "Walking Wednesday" walk club, e-blast health tips and handouts and various lunch and learns on nutrition and physical activity. This year WPH has also partnered with the Westchester County Department of Mental Health on their First Annual Get on Your Mat for Mental Health Mega Yoga event. Not only did this event provide information and awareness to mental health issues, this event, drawing over 500 people from around Westchester County, stressed the importance of daily exercise through yoga or any form of physical activity for our overall health and wellness.
- MallWalkers Program – This free, supervised walking program meets three times per week at the local mall and includes informative presentations plus free blood pressure screenings

and events. There were over 6,800 people who walked from September 2009-September 2011.

- Wellness Through Prevention Month (WTPM) – May 2011 dedicated to educational seminars relating to chronic disease prevention through exercise, health screenings, and other activities supporting wellness through prevention. In 2011, over 700 people attended WTPM events at the following locations: Burke Rehabilitation Hospital, Neiman Marcus, George Washington School, Mamaroneck Avenue School, Panera Bread, The Westchester Mall, The Ridgeway School and Restaurant 42.

Our third Prevention Agenda Priority, Mental Health and Substance Abuse has WPH dedicated to helping prevent or reduce alcohol use among adolescents. We have carried out programs to educate families on the effects of underage drinking and ways to help eliminate this problem:

- The existing WPH “Dying High in the Emergency Room” video was updated in January, 2010. Over the last 3 years, 2010-2012, this video was used at John Jay High School and White Plains High School at their Drug & Alcohol Forums in order to educate teens in attendance on the potentially fatal effects of underage drinking. Discussions were initiated and parents, teens and law enforcement officials talked about ways to help eliminate underage drinking in the community. This video is also posted on the White Plains Hospital website.
- Health Alliance on Alcohol – Ongoing program providing pamphlets for parents, in English and Spanish, about underage drinking prevention.

Question #16: Explain any impact or changes that have been realized to date as a result of your collaborative plan. If “not applicable”, please explain why.

Not applicable.

Identifying our Prevention Agenda Priorities in our 2010-2012, 3-year Comprehensive Plan afforded White Plains Hospital the ability to reassess the efforts in place to reach out and communicate effectively with our Hospital community. To date there has been no change or unexplained impact on our original collaborative plans. Through our direct and ongoing dialogue with community partners we developed and identified needs for several new and expanded services.

Question #17: Since completing your CSP in 2011, have you conducted any new surveys?

No

Question #18: Please list other non-preventive agenda priorities or issues on which the hospital is working? If none, please write NA.

To better achieve the goals for our Prevention Agenda Priorities, over the past three years, we are working on additional community service projects and issues. The Community Service Committee, through dialogue with Hospital administrators and program directors, interviews with key community

leaders and reviewing the Hospital's strategic plan have identified a number of community needs that have continued to be addressed through the Hospitals outreach during the past three years. These include:

- **Improving Access to Care for the Medically Underserved**
- Continued the **Annual Neighborhood Health Fair**. This fair serves approximately 650 people each year, primarily underinsured and uninsured adults and children from the Hispanic community. 2012 was the 35th year of our Health Fair.
- Enhanced our **Hispanic Outreach Program**. Activities have included special health fairs and events specific for this audience such as: diabetes/nutrition programs and events, blood and bone marrow donor fairs/events, participation in numerous community events including The Port Chester Community Health Fair, Hispanic Heritage Day, Community Day Out, White Plains Hispanic Festival and the Annual Hispanic Senior Conference. In 2012 we have added a special diabetes education component to our outreach. The program is titled "Journey for Control" and is offered entirely in Spanish to educate about managing diabetes and healthy nutrition.
- Continued our multilingual 24-hour **Physician Referral Service**, to assist the community in finding primary care physicians and specialists.
- **Community Education Programs for Prevention**
- Continuing our wellness initiatives for the community, including the annual **Wellness through Prevention Month, Business & Civic Wellness Fairs / Lunch and Learns, College and High School Health Days** plus additional monthly wellness programs throughout the year.
- Growing the **Senior Services Program** through expansion of the Health-Access Program, Mall-walkers, Alzheimer and Dementia Programs and Support along with other new services such as Med-Smart, an electronic reminder and dispensing system designed to help individuals take their medications properly and on time.
- White Plains Hospital became a **Smoke Free Campus** in November, 2010. WPH has been a smoke free facility since 1992 and on November 18th, smoking was no longer allowed anywhere on Hospital property. In order to assist staff and the public in their efforts to stop smoking, WPH sponsored several smoking cessation workshops and "ways to quit" informational events. In 2012 White Plains Hospital also launches a lung cancer screening program, free to qualifying individuals.
- **Programs to Address the Nursing Shortage**
- Expanding our **Richard P. Biondi Nurse Apprenticeship Program**; which has seen a record number of applicants to its paid summer nurse apprentice program. This program also provides year-round education, mentoring, and hands-on practical experience for high school and college students considering a career in nursing.

- Continue the **Nursing Scholarship Program** which awards financial assistance to college-level nursing students, totaling over \$740,000 since 2002.

Question #19: Describe the hospital's successes and challenges regarding the provision of financial aid, in accordance with Public Health Law 2807 (k) (9-a) and any changes envisioned for this year. Also, include a general overview of accomplishments, process improvements and/or best practices related to the hospital's financial aid program. The hospital's policy or financial data is not required.

White Plains Hospital Center makes financial aid available to patients, based on demonstrated economic need. This aid includes both charity care and sliding fee scales (discounts) as specified by New York State's charity care law, which took effect in 2007.

The Hospital has experienced several challenges in administering its financial aid program. The Hospital has seen an increase in applications for financial aid since the Primary Service Area was expanded in 2007, especially from individuals outside Westchester County. A challenge has arisen in helping some of these patients from areas outside Westchester apply for Medicaid. As a result, a portion of the Medicaid assistance application process has been outsourced to entities that receive a portion of what the Hospital collects from Medicaid.

The economic downturn has posed additional challenges in providing care for the increasing number of people who are unemployed and may have reduced insurance benefits in the form of higher deductibles and co-payments. The number of such underinsured individuals continues to grow.

The volume of financial aid cases also adds additional burden for the staff that manually process and track the applications. The Hospital does not have the software to enable applications to be tracked by computer.

Despite the challenges created by the economy, the financial aid program succeeds in consistently implementing its program. All staff in the Patient Accounts Department are cross-trained in assisting patients with the financial aid application, and many of the customer service employees are bilingual. Patients are consistently reminded of the availability of financial aid and how to access it, including a reminder printed at the bottom of all billing statements. There is also a comprehensive instruction packet.

Gross charges related to charity care were approximately \$4,528,000 in 2011. The associated estimated cost incurred by the Hospital to provide these related services to patients who were unable to pay was approximately \$1,869,000. The bad debt expense in 2011 was \$10,525,000.

Question #20: Is your hospital/health system's CSP posted on the website?

YES

Question #21: What is the URL address of the CSP posted on the Hospital website?

<http://www.wphospital.org/About-Us/Community-Service-Plan.aspx>

Question #22: What are some other ways that the CSP is disseminated to the public?

White Plains Hospital's Community Service Plan is distributed to internal and external groups including: the Hospital board of directors, employees, volunteers, auxiliary and medical staff, as well as community agencies, elected officials, community partners, government agencies (State and County Department of Health, regional HSA), Hospital Association of New York State, and religious leaders.

Question #23: Are there any additional comments that you would like to share about your hospital's CSP?

N/A

Question #24: This question confirms whether you have completed the CSP.

I confirm that the CSP is completed.

Additional information:

At White Plains Hospital, we know that the patient experience has a direct effect on clinical outcomes and upon our community as a whole. For more information please follow the link below to our Annual Report. "Elevating the Patient Experience: Clinical Excellence. Compassionate Care."

<http://www.wphospital.org/documents/2011-WPH-Annual-Report.aspx>