White Plains Hospital
Community Service Plan
2016 - 2018
Community Service Plan 2016 Update

White Plains Hospital, along with all voluntary hospitals in New York State, is required to submit a community service plan update each year to the New York State Department of Health.

This report summarizes White Plains Hospital’s community service initiatives, including collaborations with our community partners, addressing New York State’s Prevention Agenda priorities.

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I. **Mission Statement**

A. **Mission Statement for White Plains Hospital**

White Plains Hospital (WPH) 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.

B. **Changes or Updates to the Mission Statement**

There have been no changes or updates to the mission statement of White Plains Hospital.
II. **Service Area**

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

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

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<thead>
<tr>
<th>Zip Code</th>
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<td>Yonkers</td>
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<td>10573</td>
<td>Port Chester/Rye Brook</td>
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<td>Yonkers</td>
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<td>10577</td>
<td>Purchase</td>
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<td>Eastchester</td>
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<td>New Rochelle</td>
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<td>Rye Brook</td>
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<td>West Harrison</td>
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III. Public Participation

White Plains Hospital serves the community of the greater White Plains area and is pleased to regularly partner with local organizations. White Plains Hospital’s staff (including doctors, nurses, and other personnel), volunteers, and board members all regularly contribute to and participate in community events. White Plains Hospital has more than 90 groups, organizations, schools and government agencies as partners.

Our many local partners include:

- Community-based organizations
- Elected Officials
- Employers and businesses
- Faith-based organizations
- Governmental organizations
- Local health department
- Healthcare partners
- Schools and other academic institutions
IV. Assessment of Priorities

A. Criteria for Assessment of Priorities

In keeping with the Commissioner of Health’s mission, White Plains Hospital works in partnership with our community, assessing our present initiatives, strategic plans and prevention agenda priorities. Community health needs were identified through an ongoing dialogue with patients, community members, elected officials, organizations, area business leaders and our local Department of Health. The Westchester County Department of Health (WCDOH) has brought together a variety of health care facilities to collaborate on the priority agenda items as well as the Community Health Assessment (CHA). The CHA was a joint effort by the WCDOH and numerous hospitals and health care agencies, who worked to develop two surveys that each institution then distributed to their own patient and provider communities.

B. White Plains Hospital Selected Prevention Agenda Priorities

In late spring and early summer of 2016, White Plains Hospital completed a Community Health Assessment (CHA) in partnership with the Westchester County Department of Health and other Westchester County Health care providers which included web and paper based surveys, which were distributed to the community and local community based organizations. Through the combined efforts of the mentioned organizations, 1,318 surveys were completed, 1,125 specifically among Westchester residents. Respondents were asked to identify the three most important community health issues, personal health issues, and approaches to improve health (from a fixed list provided to them). Concerns about cancer fell into the top five concerns for a community health priority and the top eight concerns for a personal health priority. White Plains Hospital has determined this will be one of the areas of focus for the prevention agenda priorities in 2016-2018. Regional representatives from area hospitals in Westchester met to plan and discuss the strategies and results for the CHA on the following dates at the Westchester County DOH Office:
For the 2016-2018 Community Service Plan, White Plains Hospital selected the following prevention agenda priority items: Increase Access to High Quality Chronic Disease Preventive Care and Management in Both Clinical and Community Settings and Promote Healthy Women, Infants and Children.

Within this focus area, a commitment has been made to focus on the following three goals using the underlying tactics:

1. Quality Chronic Care and Management: Promote use of evidence-based care to manage chronic diseases
   - Implementation of evidence-based Medicine Guidelines for Asthma Management

2. Increase screening rates for cardiovascular diseases; diabetes; and breast, cervical and colorectal cancers, especially among disparate populations.
   - Increase the percentage of adults (50-75 years) who receive colorectal cancer screenings based on the most recent guidelines (blood stool test in the past year or a sigmoidoscopy in the past 5 years and a blood stool test in the past 3 years or a colonoscopy in the past 10 years)

3. Promote Healthy Women, Infants and Children: Increase the proportion of babies who are breastfed in New York State

In reference to number two listed above, White Plains Hospital has chosen to focus specifically on colorectal cancer prevention in this year’s report, which aligns with a bigger American Cancer Society (ACS) initiative to screen 80% of the eligible population for colon cancer by 2018.
C. Status of Priorities

The selected priorities are fully compatible with White Plains Hospital’s community health initiatives. They are supported by existing programs and staff, as well as the addition of new and modified programs. Activities in support of the priorities are carried out with the input and support of our community partners. In order to carry out the priority agenda items, White Plains Hospital focuses on several constituencies, including staff (more than 2,300 employees), patients, and the local community. In all, more than 10,000 individuals participate in Hospital-related health events each year.


The Hospital will implement evidence-based care and treatment recommendations for better patient outcomes, including controlled asthma through enhanced collaboration between the patient and their provider, as well as the community.

7.4 million adults ages 18 and older currently have asthma, according to the Centers for Disease Control and Prevention (CDC). In Westchester County, visits to the Emergency Department for asthma-related causes have increased from 60.9 per 1,000 visits in 2008 to 63.3 per 1,000 in 2014 (Figure 1, page 12). Also according to the CDC, asthma prevalence was higher among children, females, the poor, persons of multiple races, and Puerto Ricans. Current asthma prevalence was also higher in the Northeast than in other parts of the country.

One of the objectives of this initiative is to work to ensure each patient has better access to a Primary Care Provider (PCP). By doing so, the expectation is that Emergency Department visits will decrease, and therefore there will be fewer hospitalizations for preventable, asthma related issues.

White Plains Hospital has implemented a series of ongoing education pieces for providers and health care professionals on the use of recommended evidence-based guidelines by the National Heart, Lung, and Blood Institute. In addition, the use of an Asthma Action plan (Figure 2, page 13) is now part of the Hospital’s Electronic Medical Record (EMR). An Asthma Action
plan is set and updated by the clinical team for every asthmatic patient in the Hospital’s Family Health Center (FHC). The FHC is a division of the Hospital that provides both adult and pediatric primary and specialty care services, including internal medicine, pediatrics, neurology, muscular dystrophy, and podiatry. The Family Health Center treats a predominantly minority population; 60% of the patients are on Medicaid, 30% are undocumented and 75% are native Spanish speakers, many with limited English proficiency. The majority of these patients are over the age of 18 (approximately 70%) and most reside in White Plains and surrounding areas (zip codes 10601, 10603, 10605, and 10607.) For those without insurance, a sliding-scale payment system is available for services and charity care.

Patient and family education through the FHC and community education through the Hospital’s many outreach events are ongoing.

Asthma action plans for every patient were implemented at the Family Health Center in August 2016, with data collection and monitoring of all asthmatic patients through the electronic medical record (EMR) ongoing. The White Plains Hospital EMR has been updated to track and extract relevant data to monitor compliance of asthma action plans. The asthma action plan is scanned into the EMR which can query the number of asthmatic patients and plans that were uploaded into the system. Baseline data will be collected through 2017. The continuation of staff and patient education is continuous, and will begin to roll out to other departments within the Hospital. Projected for the beginning of 2017, all Emergency Department providers and healthcare team members (including the RN, Tech, and Respiratory Therapist) will be instructed to implement the use of an asthma action plan with each asthmatic patient presenting in the ED. The evidenced-based guidelines will be followed to ensure a decrease in asthma-related emergency department visits and admissions. The healthcare team will utilize the asthma action plan to review medications and their dosages for both the patients’ current attack and daily/long-term control. The other portion of the plan that is not pictured is a “Trigger Tracker Tool” to help assist patients during their self-evaluations. This explores environmental factors such as being exposed to smoke, pets, dust, and temperature. It also tracks the time of day asthmatic symptoms may have increased or decreased, as well as if any medicinal actions (oral
steroid or inhaled albuterol) were needed to control the triggers. Patient education coinciding with the asthma action plan will be repeated at each visit to the FHC or Emergency Department.

In addition to our own medical staff, all health care providers in the Montefiore Lower Hudson Valley Coalition are aware of this effort. WPH has begun to engage local community organizations including El Centro Hispano, Inc., an organization located in White Plains whose mission focuses on assisting and supporting the Spanish-speaking community; the Thomas H. Slater Center, an outreach and community services center in White Plains; and the White Plains Youth Bureau, which provides a variety of educational and other support services to more than 2,000 youth in the City of White Plains each day. All three of these organizations have a large number of participants with a majority of their membership in Hispanic, Black, and/or low income demographics. These organizations encourage many of their constituents to utilize White Plains Hospital’s Family Health Center.

White Plains Hospital regularly holds community health events throughout the year, most devoted to more underserved populations. The Hospital keeps track of the number of community partners we work with and the number of attendees. At these events, we strive to provide many screenings and information to our attendees. The annual, day-long Annual Neighborhood Health Fair in White Plains, NY includes screenings for diabetes, high blood pressure, vascular, breast and prostate cancers, and HIV testing. Up to fifty mammograms are provided free of charge to those identified in need, with any follow up testing also covered for the patient. Experts are on hand to pass out information and answer questions on various health topics such as asthma and stroke. Lab testing is available for sickle cell disease and high cholesterol. The Neighborhood Health Fair involves collaboration from the Hospital and several community groups, including El Centro Hispano Inc., Cavalry Baptist Church, the French Speaking Baptist Church of White Plains (Haitian church), and the Thomas H. Slater Center. September 17, 2016 marked the 39th year the Health Fair has been held. Of 291 attendees, 49% were recognized with Spanish as their primary language. Over the last 10 years, we have served nearly 5,000 individuals. Each attendee is given referral information for the Family Health Center where a variety of preventive and routine health services are provided.
In addition, the Hospital has engaged with the Iglesia De Refugio Esperanza (Refuge of Hope Church) in 2015 and 2016 for a community health fair which provides health education materials on asthma management, blood pressure control, stroke awareness, breast and colorectal screening and smoking cessation to more than 400 members of the largely Hispanic and underserved community in New Rochelle, NY. In 2016, registrants received information on asthma management and how to understand their personalized asthma action plan. Sari Maenza, FNP, Nurse Manager of the Family Health Center and head of the Asthma DSRIP Initiative, and Guy Singer, Respiratory Therapy Clinical Educator were present to speak with all attendees identified as asthmatic or a relative of someone affected. In addition to educational literature, peak flow meters (a small, hand-held device used to monitor a person's ability to breathe out air) were utilized as well as MDI spacers to instruct their proper use. An asthma spacer is an add-on device used to increase the ease of administering aerosolized medication from a metered-dose inhaler (MDI). Translators were present at the fair to assist those whose native language was not English. The NYS Prevention Agenda Dashboard and the Statewide Planning and Research Cooperative System (SPARCS) both show high incidences of asthma ED visits (see map, page 12) for New Rochelle zip codes. The highest rate of prevalence is in 10801, specific to the community of the Refuge of Hope Church. Through our actions, we hope to significantly reduce asthma attacks and ER visits due to asthma within our community. All patients are treated with the same treatment plan for case management to assist with social issues, medications, and community outreach.
Asthma ED Visits Per 10,000

Figure 1

* Based on comparison of following measures: percent of population less than 20y, percent of population ≥65y, population density, % Hispanic, % black, % white, median household income, % college educated & % driving alone to work. Rockland County was the most similar to Westchester County, the other 5 most similar counties are also provided in order of similarity. Data from the NYS Prevention Agenda Dashboard; SPARCS data 2014.
Asthma Action Plan

**GO**
You have all of these:
- Breathing is good
- No cough or wheeze
- Sleep through the night
- Can work and play

Peak flow from __________ to __________

**Use these daily preventive anti-inflammatory medicines:**

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<th>MEDICINE</th>
<th>HOW MUCH</th>
<th>HOW OFTEN/WHEN</th>
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For asthma with exercise, take:

Continue with green zone medicine and add:

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<th>MEDICINE</th>
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**CALL YOUR PRIMARY CARE PROVIDER.**

**DANGER**
Your asthma is getting worse fast:
- Medicine is not helping
- Breathing is hard and fast
- Nose open wide
- Ribs show
- Can’t talk well

Peak flow reading below __________

**Take these medicines and call your doctor now.**

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<tr>
<th>MEDICINE</th>
<th>HOW MUCH</th>
<th>HOW OFTEN/WHEN</th>
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GET HELP FROM A DOCTOR NOW! Do not be afraid of causing a fuss. Your doctor will want to see you right away. It’s important! If you cannot contact your doctor, go directly to the emergency room. DO NOT WAIT.

Make an appointment with your primary care provider within two days of an ER visit or hospitalization.
2. **Prevention Agenda Item: Increase screening rates for cardiovascular diseases, diabetes and breast, cervical and colorectal cancers, especially among disparate populations.**

Colon Cancer is one of the most preventable forms of cancer, according to the American Cancer Society.

The percentage of adults ages 50-75 in Westchester County who received a colorectal cancer screening has decreased from 70.6% in 2009 to 69.3% in 2014 (Figure 3, page 17). Because early detection of colorectal cancer leads to a greater than 90% survival rate according to the American Cancer Society, White Plains Hospital has assumed the mission of ensuring that 80% of those over the age of 50 receive the recommended screenings based on the guidelines for colorectal cancer using one of the following three methods: fecal immunochemical test (FIT), fecal occult blood test (FOBT), or colonoscopy by the year 2018.

This program is aligned with the *80% by 2018 initiative*, a national movement spearheaded by the American Cancer Society and the Colon Cancer Challenge Foundation.

White Plains Hospital focused its efforts around the 80% by 2018 initiative in 2016 on internal stakeholders, working to encourage its own employees be screened. The initiative has been rolled out as a pilot program for staff with several communications sent encouraging them to be screened. Communication tactics encouraging screening for those who meet the guidelines have included the employee newsletter, E-Blasts, weekly Human Resources notices, and a targeted letter from the medical leadership to all affiliated physicians promoting the cause. The Hospital’s 80% by 2018 Task Force meets monthly to strategize around physician engagement and expand access for employees to screening. In all, 945 employees have been identified as fitting the criteria for recommended screenings for colorectal cancer, and formal data measurement began in September 2016, to be followed with annual assessments. A baseline survey will be conducted in the fall of 2016 for those 945 individuals to determine how many have been screened.

Employees and physicians are also being asked to serve as ambassadors in the community to promote the importance of colorectal cancer screening.
White Plains Hospital has prioritized preventive screenings for several types of cancer for its employees. For example, the Hospital incentivizes and rewards employees who receive their recommended mammogram during the last quarter of the year with a gift card to the lobby café, and does not require employees to utilize PTO for such screenings. Validating these efforts, the Hospital received the CEO Gold Standard accreditation which recognizes organizations that focus on the health and wellness of their employees and their families, in both 2015 and 2016. This accreditation is a testament to the Hospital’s commitment to screening, health promotion and education among its more than 2,400 employees.

Following on the initial efforts for the 80% by 2018 campaign, plans to implement the 80% by 2018 initiative in the greater Westchester community are underway, with a targeted launch date in March, 2017.

As outlined in the graphic on page 16, African Americans have a higher incidence of colorectal cancer and Hispanics have a lower screening rate (52%). Through our actions, we hope to significantly increase colorectal screening and awareness for our employees and within our community. Actions will target the following five populations (there is overlap between each group):

1. Newly insured
2. Financially challenged
3. Insured, Procrastinators/Rationalizers
4. African Americans
5. Hispanics
Tactics:

- Screening: The Hospital provides coverage for evidence-based cancer screening exams in ways that are age and gender appropriate, and that take into consideration individual risk/benefit – to detect certain cancers at an early stage, when management or treatment has the best chance for a positive outcome.

- Health Promotion and Education: The Hospital actively educates and informs employees about cancer prevention, screening, clinical trials, quality care, and survivorship. WPH promotes employee engagement and participation in healthy workplace initiatives. The White Plains Hospital Wellness Connection organizes numerous programs throughout the year to encourage and facilitate cancer screening and prevention in its employees. Similar screening and prevention programs are operated throughout the year in the community at large as mentioned above.

By 2018, White Plains Hospital hopes to achieve its goal of having 80% of all employees who meet the guideline criteria screened for colorectal cancer. Through our efforts listed above, it is also our objective to ensure our community of White Plains and surrounding areas can achieve this goal as well.
Percent of Adults Age 50-75y who Received a Colorectal Cancer Screening

Figure 3

* Based on comparison of following measures: percent of population less than 20y, percent of population ≥65y, population density, % Hispanic, % black, % white, median household income, % college educated & % driving alone to work. Rockland County was the most similar to Westchester County, the other 5 most similar counties are also provided in order of similarity. From the NYS Prevention Agenda Dashboard; 2013-14 NYS Expanded BRFSS.
3. Prevention Agenda Item: Promote Healthy Women, Infants and Children: Increase the proportion of babies who are breastfed in New York State

The third prevention agenda item aligns with our previous goals, continuing efforts from the 2013 Community Service Plan. White Plains Hospital and the Hospital’s Maternal Child Health Team understand the importance of supporting breastfeeding for the health of infants and their mothers. Hospitals are in a unique position to support breastfeeding immediately, from the first moments following birth. Breastfeeding, especially exclusive breastfeeding, is shown to reduce the risk of asthma, obesity, respiratory issues and other chronic conditions in children. For mothers, breastfeeding has been shown to reduce the risk of breast cancer, ovarian cancer, type 2 diabetes, heart disease and a multitude of other conditions. Promoting the health of the mother leads to better outcomes for a healthy newborn. The program targets all women of child-bearing age, and their infants, who live in White Plains, NY and the surrounding areas in Westchester.

White Plains Hospital’s journey to become a “Baby Friendly Hospital” translates with our goal to go beyond the hospital walls and increase breastfeeding exclusivity, understanding that breastfeeding is a choice made prior to delivery. Based on 2010 NYSDOH data, only 43% of NYS infants were exclusively breastfed while in the hospital. Strategies that have been implemented to increase these numbers are as follows:

- Expansion of the Hospital’s Lactation team to provide 7 day/week coverage
- Lactation RN’s are IBCLC (International Board Certified Lactation Consultants)
- All staff RNs on Maternity are CLC (Certified Lactation Counselors)
- 3 RNs (1 NICU, 2 Maternity) achieved IBCLC certification in 2015
- WPH no longer accepts free formula; all formula purchased (including special needs formulas for NICU)
- No free gifts to families with any formula advertising
- Implementation of the Pre Admission Nurse (2015) to meet all women prior to delivery for prenatal education and teaching; Maternity Nurse Navigator added in 2016
- Lactation Clinic and Hot Line offered by Lactation Consultants
• Skin-to-Skin contact >95% for eligible babies in Labor and Delivery
• No mandatory infant separation from Mother; Rooming In preferred
• Implementation of Human Donor Milk (August 2015)
• Community education (e.g. Thomas H Slater Center) by Maternity RNs and Lactation Nurses

In order to enhance our patients’ breastfeeding experience, White Plains Hospital offers a Breastfeeding Basics class facilitated by an International Board Certified Lactation Consultant (IBCLC). The two hour class is offered one time per month and discusses the following:

• The benefits of breastfeeding
• Positioning techniques
• Establishing a good milk supply
• Signs of adequate infant intake
• Pumping and going back to work
• Collection and storage of breast milk

In addition to our efforts to increase breastfeeding exclusivity at discharge, we look to involve our community, by working with our community partners, specifically the Thomas H Slater Center. Their goal is to improve the quality of life, and maximize the potential of the people they serve, by providing them with the tools, resources, services and programs for success. For the past 32 years, they have supported youth and adults, including the formerly incarcerated, the unemployed and underemployed. The Center serves the 450 families who reside in the Winbrook Public Housing, and the City of White Plains. In April 2016, White Plains Hospital participated in the Slater Center’s Community Baby Shower. Over 40 attendees met with Ann Cunillera, RN, BSN, IBCLC, the Lactation Coordinator at White Plains Hospital to receive education and information on the benefits of breastfeeding.

As an expansion on our community efforts, White Plains Hospital opened a new lactation suite to encourage pumping for working mothers. Providing our employees with safe and private areas aligns with our goals to support breastfeeding. These spaces allow employees to continue
pump when they return to work, promoting breastfeeding, while also providing clean and safe storage for milk.

At this time, we are able to report the following Breastfeeding statistics for all babies born at White Plains Hospital (including those who were in the NICU):

2014:

**Exclusivity (> 65% per WHO benchmark)**

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<tr>
<td>2014</td>
<td>63%</td>
<td>53%</td>
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<td>63%</td>
<td>70%</td>
<td>79%</td>
<td>76%</td>
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*Formula Supplementation (<15% per WHO benchmark, <10% our own internal Goal)*

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<td>2014</td>
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<td>16%</td>
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<td>26%</td>
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<td>23%</td>
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<td>19%</td>
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2015:

**Exclusivity (> 65% per WHO benchmark)**

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<tr>
<td>2015</td>
<td>66%</td>
<td>32%</td>
<td>42%</td>
<td>69%</td>
<td>63%</td>
<td>70%</td>
<td>79%</td>
<td>76%</td>
<td>77%</td>
<td>70%</td>
<td>68%</td>
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*Formula Supplementation (<15% per WHO benchmark, <10% our own internal Goal)*

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20 | White Plains Hospital Community Service Plan
V. Provision of Charity Care / Access to Services

At White Plains Hospital, it is our mission to provide high-quality care. As part of this mission, we understand the importance of making our care accessible to all members of our community. White Plains Hospital is a voluntary not-for-profit organization with the mission of caring for patients 24 hours a day, seven days a week, 365 days a year, regardless of their ability to pay.

If a patient does not have health insurance or worries that he or she may not be able to pay in full for care, White Plains Hospital offers help. The Hospital provides financial assistance to patients based on their income, family size and needs. In addition, White Plains Hospital may be able to help patients get free or low-cost health insurance, or work with them to arrange a manageable payment plan.

We offer the following program aimed at providing services to the most at-risk members of the community:

Family Health Center - The Family Health Center at White Plains Hospital provides both adult and pediatric primary and specialty care services. These include internal medicine, pediatrics, seizure/epilepsy, muscular dystrophy, and podiatry. Medicare, Medicaid, Affinity, and Hudson Health Plan are accepted. For those without insurance, a sliding-scale payment system is available.

VI. Dissemination of Report to Public

White Plains Hospital’s annual Community Service Plan and updates to the Plan will be posted on the Hospital’s website, www.wphospital.org, under the “About Us” section at http://www.wphospital.org/about-us/community-service-plan.
VII. About White Plains Hospital

White Plains Hospital (WPH) is a proud member of the Montefiore Health System, serving as its tertiary hub of advanced care in the Hudson Valley. WPH is a 292-bed not-for-profit health care organization with the primary mission of providing exceptional acute and preventive medical care to all people who live in, work in or visit Westchester County and its surrounding areas. Centers of Excellence include the Center for Cancer Care, The William & Sylvia Silberstein Neonatal & Maternity Center and The Ruth and Jerome A. Siegel Stroke Center. The Hospital’s Flanzer Emergency Department is the busiest in Westchester County, seeing nearly 57,000 visits a year. White Plains Hospital performs lifesaving emergency and elective angioplasty in its Joan and Alan Herfort, M.D. Cardiac Catheterization Laboratory and Marie Promuto Cardiac Catheterization Laboratory. White Plains Hospital also has outpatient medical facilities in Armonk and New Rochelle. The Hospital is fully accredited by the Joint Commission and earned its recognition as a Top Performer for Key Quality Measures® in 2015 and 2013. The Hospital is also an eleven-time winner of the Consumer Choice Award, an honor given to the nation’s top hospitals by the National Research Corporation, and received Magnet® designation in 2012 from the American Nurses Credentialing Center (ANCC). In 2014 and 2016, White Plains Hospital received the Outstanding Patient Experience Award from Healthgrades®, given to only 10% of hospitals nationwide. For additional information, visit http://www.wphospital.org.