



Corning Hospital  
2009 Report on  
Community Service



# Corning Hospital 2008 Community Service Plan

## I. Mission Statement

**A. Mission Statement:** “Guthrie works with the communities we serve to help each person attain optimal, life-long health and well-being. Guthrie will do so by providing integrated, clinically-advanced services that prevent, diagnose, and treat disease, within an environment of compassion, learning and discovery.”

**B. Changes to the Mission Statement:** This mission statement was reviewed by the Guthrie Health Board of Directors, revised on January 21, 2008, and adopted by the Corning Hospital Board Executive Committee on September 11, 2008. The revision made and approved was the change of the phrase “those we serve” to “the communities we serve.”

## Corporate Structure

Corning Hospital (the Hospital) is a voluntary, not-for-profit 501(c)(3) corporation, located in rural upstate Steuben County, at 176 Denison Parkway East, Corning, NY. The Hospital is committed to providing clinical and service excellence, wellness support and education, and health care leadership to the communities it serves.

The Hospital is a member of Guthrie Healthcare System. Guthrie Clinic and Guthrie Healthcare System formed Guthrie Health, a not-for-profit integrated delivery health care system that includes primary care and specialty physicians, a tertiary care hospital that serves as a regional trauma center, a research institute, home care and hospice care, and a long-term care facility. Guthrie Health’s broad range of services and programs are designed to enhance the health and well-being of the communities it serves throughout the Southern Tier of New York and the Northern Tier of Pennsylvania.

## II. Service Area

### A. Hospital Service Area

The Hospital considers its service area to encompass communities within several counties, based on the utilization of its three facilities, as described below:

- Its primary facility is a 99-bed acute care hospital that provides 24-hour emergency services and a complement of inpatient and outpatient services, located at 176 Denison Parkway East, Corning, N.Y. The Hospital also provides a range of treatment, diagnostic and preventive health services and programs.
- The Guthrie Cancer Center at Corning Hospital, a separate facility located at 114 Columbia Street, Corning, N.Y., provides therapeutic radiology, medical oncology and cancer support services, including access to clinical trials.
- The Hospital also operates HealthWorks, a 43,000-square-foot wellness and fitness center located at 9768 Liberty Drive, Painted Post, N.Y. HealthWorks’ services are

based on a medical model. In addition to traditional fitness center services, it also offers a range of physical rehabilitation services.

The Hospital employs 619 individuals and has a medical staff of 46 physicians. The Hospital also uses physicians and mid-level providers as hospitalists, who provide continuity of care for inpatient services.

### **B. Description of Service Area**

The Hospital's primary service area encompasses all of Steuben County, N.Y., with a small number of patients coming from Chemung and Schuyler counties, N.Y. as well as Tioga County, Pa. Nearly 50 percent of inpatients are from Corning and Painted Post, NY. Another 23 percent of patients come from the surrounding communities of Bath, Addison, Campbell, Beaver Dams and Savona, N.Y. For the purposes of community health planning, the communities represented by the zip codes below are included:

Addison (14801)	Corning (14830)
Bath (14810)	Painted Post (14870)
Beaver Dams (14812)	Savona (14879)
Campbell (14821)	

## **III. Public Participation**

### **A. Public Information**

The Hospital will make its Community Service Plan available through the following media:

- Printed copies will be available to employees, patients, visitors to the Hospital on or after September 15, 2009.
- A downloadable file of the plan will be available on the Hospital's Web site on or after September 15, 2009.

### **B. Participants**

The Hospital's Board of Directors, Auxiliary members, medical staff and leadership team represent a cross-section of the community and are actively involved in helping assess local health needs. In addition, the Board-appointed Planning and Community Relations Committee is responsible for providing oversight of the Hospital's community-based activities and has multiple connections within the greater Corning area's community and service organizations.

Members of the Hospital's Planning and Community Relations Committee have met regularly with representatives of the Steuben County Department of Health and other providers to assess and plan for addressing Steuben County's most pressing health issues. The objective assessment of the current health priorities for the Hospital's service area was developed by Steuben County Public Health (see description in Section IV).

In addition, the Hospital has worked closely with several other groups throughout the past two years that are also providing insight into the community's needs.

- A Women's Advisory Group meets on a regular basis with Hospital and Guthrie leaders and providers. This group is made up of about 25 women from the greater

Corning area and represents major employers, arts organizations, and regional planning groups serving the city. This group meets on a quarterly basis, and is actively engaged in dialogue with leaders from the Hospital and Guthrie Health about community health prevention, wellness and education needs. The Hospital has provided the Women's Advisory Group with a series of presentations by physicians and Hospital leaders. From these presentations about new and topical health and wellness information, the group acted as advisors for the development and implementation of two highly successful educational events designed for women.

- Corning Incorporated's medical office has worked closely with the Hospital and Guthrie Health on a project that brings live educational programming on topical health issues to employees of Corning Incorporated. This is achieved through live, interactive Web casts with physician experts brought directly to the desktops of interested employees. This effort will be expanding during the next year to include Corning Incorporated employees based in other locations.
- The Health Ministry of the Southern Tier (HMST), established in 1997 to meet the health care needs of those who are uninsured and unemployed, and the working poor. The Hospital has a long-standing relationship with HMST and supports Hospital medical staff and licensed providers who volunteer by providing malpractice insurance coverage for the hours they devote to seeing patients at HMST. In addition, the Hospital provides laboratory services at a reduced rate, which has enhanced HMST's ability to serve patients. HMST's forecasted value of these services alone is \$82,280 for calendar year 2009.
- The Childhood Obesity Committee was formed by the Hospital to explore how it could help address a public concern – the resulting health issues associated with childhood obesity. The group includes Hospital and Guthrie Health leaders, Hospital medical staff, Board members, Women's Advisory Group members, community members, and representatives from the Corning Painted Post School (CPP) district. The group is exploring how a collaborative relationship with CPP can facilitate the adoption of some of the fitness concepts developed by PE4Life ([www.pe4life.org/](http://www.pe4life.org/)) into community schools. Note: The Hospital's Childhood Obesity Committee has provided a new focus for the health care team at HealthWorks. The group developed an interactive and fun series of exercises that helps children understand their own level of fitness through self discovery.

### **C. Outcomes**

The community and employer groups organized or facilitated by the Hospital have provided valuable input about the health needs of the community from their constituent's point of view. Because these groups meet on a regular basis they are available to provide feedback about Hospital programs, as well as suggest ideas for new or additional programs. Meeting notices and minutes are distributed to members electronically.

## **IV. Assessment of Public Health Priorities**

## **A. Criteria of Public Health Priorities**

The information in this section (IV A) has been provided through the Steuben County Public Health Department.

The Mobilizing for Action through Planning and Partnership (MAPP) process was used to conduct a comparable Community Health Assessment in six of the seven counties included in the S<sup>2</sup>AY Rural Health Network (Seneca, Schuyler, Steuben, Ontario, Wayne and Yates) in order to compare data between Network counties and develop common objectives. This included four major assessment components.

The first assessment examined the Community Health Status Indicators. Two methods were used to examine indicators. The first was to collect relevant statistical data using the HIN and a variety of other secondary sources. This was completed by the S<sup>2</sup>AY Network Contract staff, a student intern from SUNY Albany, and data collected and analyzed by the Finger Lakes Health Systems Agency. The second method was to collect primary data by conducting a comprehensive survey among a random sample of community residents to determine their opinions, health-related behaviors and health needs. A total of 588 completed surveys were returned in Steuben County. Surveys were conducted electronically through a Survey Monkey link, and paper copies were distributed to the public through employers, health, educational and human services agencies and other community groups. The survey was designed to encompass questions in the 10 Prevention Agenda areas that the New York State Department of Health (NYSDOH) has identified as high priority issues on a statewide basis. Results of the Health Priorities Survey and report were then combined with additional statistical data and information regarding community resources to develop the Community Health Assessment.

The second assessment evaluated the effectiveness of the Public Health System and the role of the Public Health Department within that system. This was done using a modification of the Local Public Health System Assessment tool developed by the CDC and NACCHO. This was also conducted via Survey Monkey. A diverse group of key informants were chosen to complete the survey, including community leaders who are familiar in some way with the local public health system. The assessment was completed through the use of a more user-friendly version of the CDC and NACCHO tool, Local Public Health System Assessment (LPHSA). Each of the 10 essential public health services was ranked by the group by ranking the series of indicators within each Essential Service to determine areas of strength and areas needing improvement within the Local Public Health System.

The third assessment was the Community Themes and Strengths Assessment conducted through focus group meetings throughout the County. This assessment looked at the issues that affect the quality of life among community residents and the assets the County has available to address health needs.

The fourth assessment was also conducted through focus group meetings and looked at the “Forces of Change” that are at work locally, statewide and nationally, and what types of threats and/or opportunities are created by these changes. The focus groups conducted in Steuben County included a group of Head Start parents, a group at an organization

providing free medical services to the poor and uninsured, a group of senior citizens, a group of employees at a local business, and the ARC of Steuben County. These five focus groups encompassed approximately 70 additional people.

Once these results were tallied, a finalized list of the top issues from all components of the assessment process was compiled, and the data was presented at a meeting of community representatives including local hospitals. They were charged with ranking the priorities based on their knowledge of health needs and available services, along with the data presented, to select two to three priorities. It had previously been decided by the Management Team for the S<sup>2</sup>AY Rural Health Network to use a ranking system that focused most heavily on how effective any interventions might be, and chose the Hanlon Method, which uses the following formula, shown below, to rank priorities, where A= the size of the problem, B=the severity of the problem and C=the effectiveness of the solution.

$$(A \& 2B) \times C$$

The effectiveness of the solution obviously is given greater weight than the size or seriousness of the problem, with the hope of making wise use of limited resources by targeting solutions that are known to be effective.

With the Hanlon Method, numbers are assigned to measure size, severity and effectiveness. The numbers are then plugged into the formula as the focus group ranked each relative factor. It is important to note that while the Hanlon Method offers a numerical and systematic method of ranking public health priorities, it is still largely subjective. However, it does provide a quantitative way to rank qualitative and non-comparable quantitative information. Since respondents ranked each component (size, seriousness and effectiveness of the solution) individually using a paper ranking form, the rankings were not heavily influenced by group dynamics. Measures of effectiveness in the public health area are not absolute, and questions arise as to the application of the measurement. These concerns make measurement more than a little “fuzzy,” and include assumptions about human behavior.

For this reason, the measures of effectiveness often included the consideration of a variety of factors that influence effectiveness and may reduce the effectiveness measure since the intervention may not be uniformly applied. Based upon the ranking through the Hanlon Method, Steuben County determined the following priorities in rank order.

### **B. Selected Prevention Agenda Priorities**

Using the ranking system, the priorities selected, in order of ranking, are:

1. Access to Care
2. Chronic Disease

### **C. Status of Priorities**

The priorities selected fit well with the Hospital’s current efforts to insure that community health needs are met as well as new initiatives under discussion with community partners.

- Access to care is provided through a variety of existing means, including health screenings, health fairs, educational events, and traditional patient care services. The Hospital participates in the Cancer Services Partnership, offering low-cost or no-cost mammograms to women. The Hospital also supports its staff in volunteering their time at HMST, by extending malpractice insurance coverage. Additionally, the Hospital provides discounted laboratory testing fees for patients of HMST. Other approaches to further assisting with this community need are also being explored.
- Chronic disease is also an area the Hospital has been addressing, and is now exploring new approaches to help decrease its incidence. For example, the Hospital has developed a community acquired pneumonia program that specifies certain protocols be used for those at risk who may present in the Emergency Department. Those who suffer chronic disease and the elderly are especially at risk. And, this past year the Hospital offered free educational smoking cessation seminars to the community in conjunction with its campus becoming tobacco-free.

#### **D. Non-Prevention Priorities Considered in the Assessment Process**

As indicated in the listing of accomplishments in 2008 (see Appendix A) and those already described, the Hospital is actively engaged with the community on many levels. Specifically, the Hospital is involved in a variety of activities related to community preparedness, physical activity and nutrition and tobacco use.

### **V. Three-Year Plan of Action**

#### **A. Strategies for Selected Priorities**

1. As mentioned previously, the two priorities selected are not new for the Hospital. However, as the Hospital focuses on these issues in collaboration with other entities, i.e. the Steuben County Public Health Department and Corning Painted Post School District, it provides an opportunity for its efforts to have even more impact.

2. Member organizations of the Childhood Obesity Committee will work closely together to determine the scope of the collaboration. As a part of that process the roles and responsibilities of each of the constituencies represented will also be developed. If successful, this initiative has the potential to impact the life-long health of a new generation of community members.

Additionally, one of the new approaches that will be explored to improve access to care will bring important screening information to an audience previously not well addressed. At present, the plan is for the Hospital's Auxiliary members to take on a project of partnering with local food banks (13 are located within the Hospital's service area) to interact with their clients, and deliver important information about their health. This is an underserved population that doesn't typically avail itself of traditional educational seminars or employer-based health screenings. Initially this approach is being undertaken to provide information about cancer screenings. However, as this new outreach approach is in the early discussion phase, the scope of this initiative has not yet been determined.

3. Goals for the all new approaches to addressing the selected priorities are under development. It is anticipated the next year will be devoted to strategic planning by the Hospital and its collaborative partners. While this approach will require more time and effort on the part of all involved, it is the only way to truly develop and nurture these relationships. The strategic planning effort will result in a definitive approach to the issues identified, including developing the metrics for success.

Note: The planning to expand interactive, live Web-based health educational programming for employees of Corning Incorporated is well under way. The goal for that effort is to increase the audience of the educational programming to approximately 400 Corning Incorporated employees from the Hospital's immediate service delivery area as well as employees of businesses involved in Guthrie's Occupational Medicine program.

The Childhood Obesity Committee – whose work is directly related to addressing chronic disease – will begin planning sessions in the near future. The goals that will be developed to measure the success of this effort are anticipated to tie closely to the guidelines used by the school district.

4. The Hospital will also make use of the data developed on an ongoing basis through the Steuben County Department of Public Health in conjunction with the multi-county network that is also addressing these same needs.

5. The Hospital will use its relationships with groups of community members, providers and agencies to provide input on an on-going basis. Strategies will be modified based on the feedback of community partners directly involved with these projects.

## **V1. Financial Aid Program**

### **A. Successes and Challenges**

There have been some successes and challenges related to the provision of financial aid in accordance with Public Health Law 2807(k) (9-a).

The Hospital has seen a significant increase in the number of applications for charity care. This is likely due to several factors. First, the Hospital's immediate service area has seen a pronounced economic downturn during the past 12 to 18 months. The application process has been made more "patient-friendly" and one application may now cover services provided at all Guthrie entities. The Hospital has increased its outreach efforts to follow-up with applicants to help them navigate the application process. The Hospital provides information that may assist eligible patients for future use of Medicaid. Hospital staff also works with applicants' employers relative to COBRA subsidies.

## **VII. Changes Impacting Community Health/Provision of Charity Care/Access to Services**

### **A. Potential Impacts**

The Hospital has also been impacted by the economy in specifically by the loss of upwards to 1,000 jobs within its immediate service area. This has had a negative impact on growth projections as well as operational budgets for the current fiscal year. To address this situation, the Hospital has undertaken a rigorous approach to expense management as well as judiciously investing in its facilities to help recruit and retain physicians.

## **VIII. Dissemination of the Report to the Public**

### **A. Public Information**

The Hospital's 2008 Community Service Plan will be posted on the Hospital's Web site. Copies will also be sent to the Hospital Association of New York State and the Steuben County Department of Health.

## **IX. Financial Statement**

### **A. Financial Information Notes**

As required, the Hospital has already filed a financial statement to the Department of Health through the Institutional Cost Report.

## **Appendices**

### **Appendix A**

#### **Corning Hospital – 2008 Accomplishments**

The following overview provides examples of the Hospital's support, service and activity beyond the provision of direct health care services.

#### Access to High Quality Care

- The Hospital was named to the 2008 Niagara Health Quality Coalition New York State Hospital Report Card Honor Roll in the category. Infections due to Medical Care Post-Operative Care. Of note: the Hospital was also named to the Honor Roll in 2009 for the fifth consecutive year.
- A new Breast Care Center was opened. Designed especially for women, it provides a spacious, comfortable and private environment that offers a technologically advanced and professionally staffed breast health and imaging center.
- In partnership with the cancer screening program of Steuben County, the Hospital provided low-cost mammograms to more than 300 women. It also provided colorectal FIT tests and pap tests.

#### Community Outreach

- The Hospital hosted "Women and Heart Disease," a special evening of educational information about the specific ways in which women experience heart disease. Prior to

the formal presentations, the Hospital hosted a health fair providing the more than 230 women attending with important information about a variety of health topics.

- The Hospital received two awards from the local chapter of the United Way: the Silver Employee Award for participation and the Dan Mather Spirit Ward for commitment to the community.
- The Hospital's Auxiliary received an Advocacy Certificate from the Healthcare Association of New York State (HANYS) for significant time and effort serving as an advocate for the Hospital.
- Corning Hospital Auxilian Colleen Pokorny, as a member of the HANYS Statewide Auxiliary Committee was asked to accept the HANYS Distinguished Service Award on behalf of all New York State Auxilians. This acknowledgement from HANYS was given in recognition of all statewide Auxiliaries for their firm commitment of service to their respective health care organizations.
- The Hospital is a partner in the Red Cross program Unite for Life Plus. This past year the Auxiliary's efforts resulted in the scheduling of 6 new blood drives. They collected more than 231 percent of the Hospital's goal, estimated by the Red Cross to have helped save the lives of 1,308 patients. This accomplishment was recognized by the Red Cross with the presentation of an Award of Distinction to the Auxiliary's Red Cross Liaison.
- The Hospital participated as a sponsor in the American Cancer Society's Relay for Life event. It raised money, formed teams and hosted the pre-event survivor dinner.
- The Hospital co-sponsored the Twin Tiers Race for the Cure, which raised approximately \$48,000.
- The Hospital sponsored the Joel Stephens Memorial Golf Tournament, an annual event that raises funds used to increase awareness in the community about colorectal cancer.
- The Hospital participated in the Juvenile Diabetes Research Foundation Walk, which raised funds and awareness for juvenile diabetes research and education.
- The Hospital's Auxiliary holds a number of fund raising events in the community throughout the year to support the Hospital's need for new equipment. Proceeds from the Auxiliary's primary event have amounted to more than \$1 million since its inception in 1997.

#### Fitness and Nutrition

- HealthWorks sponsored a United Way 5k run.
- A competitive weight-loss effort was also coordinated at HealthWorks, which supported a team of four members who entered a local weight loss challenge.
- The Hospital sponsored the annual Pop Can Fun Run, held for youth ages 2 to 10, with approximately 400 children participating in age-appropriate races.
- HealthWorks achieved a record membership with 2,276 members during a one-month period, with a yearly average of 2,133 members.
- HealthWorks participated in Healthy Kids Day, a program developed by the Corning YMCA, which attracted nearly 1,000 children. HealthWorks staff developed a number of interactive activities for children to help them be better informed about the health benefits of exercise.

#### Wellness and Prevention Education

- HealthWorks hosted a Community Wellness Day, which was open to the public, and offered free blood pressure screenings, body fat analysis, and informational materials regarding disease prevention.
- The Hospital held a Breast Cancer Risk Factors seminar for the local chapter of the American Association of University Women, presenting information on breast cancer and environmental factors.
- The Hospital participated in a health fair at Corning Incorporated, providing information on the hereditary factors in breast cancer and ovarian cancer.
- The Hospital provided seasonal flu shots to nearly 800 community members at the following locations: Corning Incorporated, Corning Museum of Glass, HealthWorks (to its members), John Ullman Associates, and the Corning Credit Union.

## Appendix B

### Steuben County Objectives: 2010-2013 CHA

Prevention Agenda Area	Objectives	Activities	Leader (Agency)-primary responsibility	Involved (additional groups/agencies involved)	Time-frame	Measurement/Evaluation
<b>Access to Care</b>	Conduct outreach to make cancer screening services more available to low-income, uninsured women, especially mammograms		Corning Hospital	St. James Mercy Health		
	Improve access to care by working with Steuben County Community Services to treat more patients with behavioral health issues		Ira Davenport	Steuben County Community Services, Steuben Rural Health Network		
	Continue and accelerate strategies designed to increase access to health care by increasing access to health insurance	Increase partnerships with hospitals to enroll uninsured in health insurance  Increase partnerships with schools to enroll uninsured in health insurance	S2AY, Steuben County Public Health	St. James Mercy Health, Corning Hospital, Ira Davenport Hospital  All Steuben County School Districts	9/1/09-12/31/11	Reduce the number of uninsured in Steuben County by 2,000, or 20%, by 12/31/2011

	Complete a comprehensive analysis of the dental clinic at Ira Davenport to determine how to best reduce losses and maintain access to dental health services for the low-income/Medicaid population		Ira Davenport	S2AY, Steuben County Public Health		
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<b>Prevention Agenda Area</b>	<b>Objectives</b>	<b>Activities</b>	<b>Leader (Agency)-primary responsibility</b>	<b>Involved (additional groups/agencies involved)</b>	<b>Time frame</b>	<b>Measurement/Evaluation</b>
<b>Chronic Disease</b>	At a minimum, focus on reducing the number and percentage of people in the county who are overweight (BMI 25-29.9) or obese (BMI 30 or more) as a long term strategy to reduce chronic disease by implementing best practice nutrition and physical activity initiatives in the schools, community and worksites, as well as through providers and the hospitals	<p>Develop a plan to implement those environmental and policy changes that have proven effective at reducing excess body weight.</p> <p>Based on strategies chosen, set targets for county-wide reductions in BMI</p> <p>Implement plan activities appropriately in worksites, schools and/or community settings</p>	S2AY, Steuben Public Health	TBD based on best practice research. Expected to include: schools, worksites and possibly community settings	<p>March 2010</p> <p>April 2010</p> <p>April 2011 and on-going</p>	
	Implement PE 4 Life in the greater Corning Area		Corning Hospital	Members of Corning Hospital's Childhood Obesity Committee		