



Kaleida Health

**Community Health Needs Assessment  
Community Service Plan  
2016-2018**



*Because we see people, not just patients.*



## **Community Health Needs Assessment Community Service Plan 2016-2018**

1. Counties covered in this assessment and plan

**Erie County, Niagara County**

2. Participating Local Health Department(s)

**Erie County Department of Health  
Niagara County Department of Health**

3. Participating Hospital/Hospital System(s) and contact information

**Kaleida Health including its four hospitals:**

**Erie County**

**Buffalo General Medical Center  
Millard Fillmore Suburban Hospital  
Women & Children's Hospital of Buffalo**

**Niagara County**

**DeGraff Memorial Hospital**

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4. Name of coalition/entity, if any, completing assessment and plan on behalf of participating counties/hospitals

**Kaleida Health is completing its own assessment and plan in collaboration with Erie County Department of Health and Niagara County Department of Health and partner organizations.**



# **Community Health Needs Assessment Community Service Plan 2016-2018**

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## **Executive Summary**

Kaleida Health is a not-for-profit, Article 28, New York State licensed, healthcare delivery system located in Buffalo, New York and serving the 1.5 million residents of the western region of New York State (NYS), known as Western New York (WNY).

Kaleida Health serves WNY's eight counties of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming. The population for the eight county region is approximately 1.5 million with Erie County and Niagara County comprising an estimated 1.1 million of this total. This Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan focuses on Kaleida Health's four hospitals and primary service areas:

### Erie County – Hospital Location and Primary Service Area

- Buffalo General Medical Center/Gates Vascular Institute
- Millard Fillmore Suburban Hospital
- Women & Children's Hospital of Buffalo

### Niagara County – Hospital Location and Primary Service Area

- DeGraff Memorial Hospital

Kaleida Health participated in collaborative efforts to develop the 2016-2018 Community Health Improvement Plan for both Erie County and Niagara County. Health data from the County Health Rankings, NYS Prevention Agenda Dashboard, and other sources was reviewed as a part of the process engaged by Kaleida Health as a partner in work groups led by the Erie County Department of Health and the Niagara County Department of Health. Other Erie County partners include: Catholic Health System, United Way of Buffalo & Erie County, P2 Collaborative of WNY, Buffalo State College, UB School of Public Health, UB Family Medicine

Primary Care Research Center, Daemen College, and D’Youville College. Other Niagara County partners include: Niagara Falls Memorial Medical Center, Mt. Saint Mary’s Hospital, Catholic Health System, Eastern Niagara Hospital System, and Niagara County Department of Mental Health, P2 Collaborative. Community need data and input from the broad community including the medically underserved, through consumer surveys and focus groups, was instrumental in identifying the NYS Prevention Agenda priorities.

#### Erie County Priority Areas:

##### 1. Prevent Chronic Disease

- Focus Areas: Increase access to high quality chronic disease preventive care and management in clinical and community settings. Promote use of evidence-based care to manage chronic diseases. Disparity: Women and medically underserved.

##### 2. Promote Healthy Women, Infants and Children

- Focus Areas: Maternal and infant health. Increase the proportion of NYS babies who are breastfed. Disparity: Women and infants and medically underserved

In 2016-2018, the Erie County work group will continue to focus on top health concerns including cardiovascular disease and breastfeeding. The county also plans to address a third NYS Prevention Agenda Priority, Mental Health and Substance Abuse, to focus on the rising number of fatal opioid overdoses in the county. Kaleida Health did not include this as one of its two priority areas but is committed to continue working with its Erie County partners and has already taken steps to address the problem.

#### Niagara County Priority Areas

##### 1. Prevent Chronic Disease

- Focus Areas: Increase access to high quality chronic disease preventive care and management in both clinical and community settings. Promote use of evidence based care. Disparity: Mental health population; women and medically underserved

## 2. Promote Mental Health and Prevent Substance Abuse

- Focus Areas: Promote Mental, Emotional and Behavioral Well-Being, Prevent Substance Abuse, and Strengthen Infrastructure. Disparity: Mental health population

The Niagara County work group identified mental illness and substance abuse as an emerging and critical health issue in Niagara County and chronic disease continues to be a top health concern. In 2014-2016, Kaleida Health-DeGraff Memorial Hospital and community partners successfully implemented the Stay Well on Your Feet falls prevention program. It will continue to exist, although not included in this 2016-2018 Plan.

Kaleida Health identified the following interventions as aligned with the selected priority areas in its 2016-2018 Community Health Needs Assessment-Community Service Plan:

- Kaleida Health will continue to focus on improving rates of cardiovascular disease in both Erie County and Niagara County through the evidence-based HeartCaring® and Spirit of Women® programs, in addition to other cardiovascular outreach and education programs. The selected disparity, women including the medically underserved, will be met through programs for women at its OB-GYN Centers where 73% of 2015 patient visits were reimbursed by Medicaid. The Niagara County disparity of the mental health population will be met as both chronic disease and mental health educational materials will be disseminated at DeGraff Memorial Hospital events.

- Evidence-based breastfeeding initiatives will continue to be implemented and expanded upon to improve “exclusive” breastfeeding rates and work to achieve BabyFriendly USA® designation at Women & Children’s Hospital of Buffalo and Millard Fillmore Suburban Hospital in Erie County. The selected disparity, women and infants including the medically underserved, will be met through initiatives at Women & Children’s Hospital of Buffalo where almost 69% of 2015 inpatient discharges, emergency department visits, outpatient visits were reimbursed by Medicaid. Kaleida Health will continue to collaborate with the Erie County Department of Health and the “Healthy Start, Health Future for All Coalition” as facilitated by the United Way.
- Kaleida Health - DeGraff Memorial Hospital in Niagara County will promote mental, emotional, and behavioral health through increased provider awareness and knowledge of mental health conditions and substance abuse, and the referral resources available for patients. Among other activities, the evidence-based Mental Health First Aid certification program will be offered. The interventions will meet the mental health population disparity.

Kaleida Health is responsible for implementing the initiatives identified in this 2016-2018 plan, tracking progress, making any mid-course corrections, and reporting progress and results in annual plan updates. Kaleida Health will continue to partner with the Erie County and Niagara County work groups to assess progress. This Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan is available to the public at <http://www.kaleidahealth.org/community/publications.asp>.

## **We are Kaleida Health**

Kaleida Health ([www.kaleidahealth.org](http://www.kaleidahealth.org)) is a not-for-profit, Article 28, New York State licensed, healthcare delivery system located in Buffalo, New York and serving the 1.5 million residents of the western region of New York State (NYS), known as Western New York (WNY).

Kaleida Health's mission is to "advance the health of our community" and its vision is "to provide compassionate, high-value, quality care, improving health in Western New York and beyond, educating future health care leaders and discovering innovative ways to advance medicine."

The system leads the WNY region with 31.7 % market share<sup>1</sup>, has close to 10,000 employees, 1,700 affiliated physicians, and its economic impact on the region exceeds \$2.7 billion. Over one million patients are served annually at Kaleida Health facilities including Buffalo General Medical Center and Gates Vascular Institute, Women & Children's Hospital of Buffalo, Millard Fillmore Suburban Hospital, and DeGraff Memorial Hospital, two long term care facilities, 82 clinics and healthcare centers, and home care through the Visiting Nursing Association (VNA) of WNY, Inc. Additionally, Kaleida Health operates a major laboratory division and the Millard Fillmore Surgery Center, operated as a physician-hospital joint venture.

Kaleida Health is committed to providing health care for the uninsured and underinsured, offers programs and services in community-based settings and in its campuses and facilities, and works with partnering organizations to further meet the community's health and social needs. During 2015, Kaleida Health committed \$167,625,096 in community benefit programs. The system is a member of the ECMC Millennium PPS to advance the goals of DSRIP and works actively with NYS Medicaid Health Homes. The organization is affiliated with Great Lakes Health System of WNY, the entity integrating Kaleida Health, Erie County Medical Center, Center for Hospice and Palliative Care, and the University at Buffalo. Leading Kaleida Health is Jody L. Lomeo, Chief Executive Officer and a 15 member board of directors.

Kaleida Health is committed to education and research as it serves as a major clinical teaching affiliate of the University at Buffalo, Jacobs School of Medicine and Biomedical Sciences. Through affiliations with a number of educational institutions, Kaleida Health also provides a clinical experience for health care professionals in training in the fields of pharmacy, nursing, physician assistants, social work, and rehabilitation services.

Kaleida Health does not discriminate on the basis of race, color, religion, sex, national origin, disability, sexual orientation, gender identity or expression, physical appearance, source of payment, or age.



## **Kaleida Health Hospitals**

### **Buffalo General Medical Center/Gates Vascular Institute**

Founded as Buffalo General Hospital in 1858, Kaleida Health's Buffalo General Medical Center (BGMC) at 100 High Street and its adjoining Gates Vascular Institute (GVI) at 875 Ellicott Street combined are a 457-bed acute care medical center located on the Buffalo Niagara Medical Campus, in downtown Buffalo. Together BGMC and the GVI have approximately 3,270 employees. A teaching affiliate of the University at Buffalo Jacobs School of Medicine and Biomedical Sciences, the hospital offers a wide spectrum of clinical inpatient and outpatient care with specialized programs in neurology, general surgery, robotics, bariatrics, orthopedics, urology, gastroenterology, and rehabilitation medicine; and advanced cardiac, stroke, and vascular services at the GVI. BGMC is designated as a Primary Stroke Center by the NYS Department of Health. In 2015, BGMC and the GVI had 23,060 inpatient admissions, 61,043 emergency department visits, and 68,475 outpatient visits.<sup>2</sup> The hospital's state-of-the-art emergency department is the largest in the region and features large private rooms in four separate pods including critical care, sub-acute care, vascular care, and urgent care. Additionally, BGMC has a helipad to accommodate transport of critically ill patients via medical helicopter, providing 24/7 immediate access to a life-saving intervention or surgery. The 16 floor BGMC tower combined with the five Kaleida Health floors of the GVI include 30 operating rooms, 17 interventional labs for cardiac, vascular and neurosurgical procedures, four CT scanners, and four MRIs.

A collaboration between Kaleida Health and the University at Buffalo, the GVI opened in 2012 and brings clinicians and researchers together under one roof to produce major breakthroughs in the causes and treatment of cardiac, stroke, and vascular disease; while utilizing state-of-the-art technology and innovative diagnostic and treatment options in the care of patients. The 10 story GVI includes a 16-bed highly specialized intensive care unit and 62-bed short-stay suites; and houses the University at Buffalo Clinical and Translational Research Center and the Jacobs Institute.

### **Millard Fillmore Suburban Hospital**

Kaleida Health's Millard Fillmore Suburban Hospital opened its doors in 1974 at 1540 Maple Road in the town of Amherst, one of WNY's fastest growing suburbs. Today, the facility is a full service, 265-bed acute care hospital with approximately 1,800 employees providing a wide array medical and surgical services, both inpatient and outpatient. Services include acute care nursing units, ambulatory surgery, cardiology, cardiac non-invasive procedures, GI lab, imaging with 3D Tomosynthesis mammography, interventional radiology, laboratory, obstetrics and gynecology, neonatal care, oncology, palliative care, pulmonary function lab, respiratory therapy, urology suite and vascular lab, women's services, and specialty surgical services including hand surgery, minimally invasive robotic surgery, neurosurgery, and orthopedics. In 2015, Millard Fillmore Suburban Hospital had 17,015 inpatient discharges, 42,694 emergency department visits, and 56,878 outpatient visits.<sup>3</sup> Additionally, the hospital serves as a major

clinical teaching affiliate of the University at Buffalo Jacobs School of Medicine and Biomedical Science.

In 2014, Millard Fillmore Suburban Hospital launched Survivor Steps, a supportive cancer rehabilitation and recovery program for survivors of any type of cancer diagnosis with the focus on improving an individual's physical and emotional functioning as well as their quality of life. Survivor Steps is unique in that it can help those throughout their battle with cancer from diagnosis to remission.

A 10-bed Level II Neonatal Intensive Care Unit (NICU) specializing in the care of ill or premature newborn infants opened at Millard Fillmore Suburban Hospital in October 2015. This first exclusively single-room NICU in WNY provides a vital safety net for high risk moms and their newborns in the northern communities of Erie and Niagara counties and beyond. The new NICU increases the number of pediatric and maternal-fetal specialists from Women and Children's Hospital of Buffalo and its WNY Regional Perinatal Center, and UBMD Pediatrics will be onsite at Millard Fillmore Suburban Hospital.

### **Women & Children's Hospital of Buffalo**

Women & Children's Hospital of Buffalo first opened its doors in 1892, and today, the hospital is a 200 bed pediatric hospital with approximately 1,800 employees, located at 219 Bryant Street in Buffalo. It is a regional center for comprehensive and state-of-the art pediatric, neonatal, surgical, perinatal, and obstetrical services and a teaching hospital for the University at Buffalo Jacobs School of Medicine and Biomedical Science. Women & Children's Hospital of Buffalo can accommodate 160 children, including medical/surgical, ICU and neonatal patients, and 40 adult maternity patients. In 2015, the hospital had 13,089 inpatient discharges, 48,981 emergency department visits, and 145,629 outpatient visits.<sup>4</sup> The hospital's emergency room is equipped with a helipad to accommodate transport of critically ill patients via medical helicopter, providing 24/7 immediate access to a life-saving intervention or surgery. A safety net provider, approximately 68 percent of the hospital's inpatient discharges, emergency department visits, and outpatient visits are reimbursed through Medicaid.

Designated by NYS as the only Regional Perinatal Center for WNY, the hospital delivers the highest level of medical care available for critically ill infants and high-risk expectant mothers as well as for "normal" or low-risk deliveries. The hospital also has a Level III Neonatal Intensive Care Unit, Level I Pediatric Trauma Unit, and a Pediatric Intensive Care Unit. It is a NYS designated Ebola Prepared Center and a NYS Medicaid Health Home Serving Children. The hospital is home to the Robert Warner, MD Center for Children with Special Needs, the Children's Guild Foundation Autism Spectrum Disorder Center, and provides a wide array of services to children with special health care needs through its multiple specialty care clinics. The hospital also operates eight School Based Health Centers and a School Nurse Program in Buffalo Public Schools.

Driven by a physician led plan to make patient care more effective and efficient and to ensure pediatric and maternal services remain available for the WNY region, Women & Children's Hospital of Buffalo will be relocating in late 2017 to the Buffalo Niagara Medical Campus. Inpatient care will be housed in the new John R. Oishei Children's Hospital, a 12-floor, 183-bed, free-standing, modern facility at 818 Ellicott St. and connected to the new Oishei Outpatient Center, Buffalo General Medical Center and Gates Vascular Institute. This unique location will foster collaborations to further advance pediatric health care while also attracting the best and the brightest physicians and researchers to this world class medical campus. A partnership with Roswell Park Cancer Institute resulted in the addition of a pediatric oncology floor in the new facility and the hospital will further benefit from the resources to be available as the University at Buffalo moves its medical school to the campus in 2017.

### **DeGraff Memorial Hospital**

DeGraff Memorial Hospital, located at 445 Tremont Street in North Tonawanda was established in 1914 to serve the healthcare needs of WNY's northtown communities. DeGraff is a 66 bed acute care facility with approximately 500 employees providing a wide array of medical and surgical services, both inpatient and outpatient. Surgical specialties include retina, gastroenterology, orthopedics and urology. In 2015, DeGraff had 1,787 inpatient discharges, 14,674 emergency department visits, and 34,930 outpatient visits.<sup>5</sup> In 2017, Kaleida Health will expand and renovate its emergency department from the current 4,800 square feet to 10,000 square feet to meet the growing emergent care needs of community residents, many who are aging and experiencing illness and life threatening emergencies. DeGraff also serves as an urgent care gateway for patients requiring more specialized tertiary care at Kaleida Health's Buffalo General Medical Center/Gates Vascular Institute and Women and Children's Hospital of Buffalo. The facility further provides a specialized medical rehabilitation unit for patients requiring extensive rehabilitation following surgical procedures; a subacute unit for the care of patients who require less intensive rehabilitation services; and a skilled nursing facility.

DeGraff is home to the Geriatric Center of WNY specializing in the care of patients over the age of 70, with an emphasis on those dealing with complex medical issues and/or memory loss. In 2015, DeGraff received national recognition as a NICHE Hospital (Nurses Improving Care for Health System Elders) which provides sensitive and exemplary care of elders over the age of 65. The Geriatric Center of WNY is a primary teaching site for the University at Buffalo Medical School Geriatric Center of Excellence.

### **Community Served**

Kaleida Health serves WNY's eight counties of Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming. The population for the eight county region is approximately 1.5 million with Erie County and Niagara County comprising an estimated 1.1 million of this total. Kaleida Health has three hospitals located in Erie County and one hospital located in Niagara County. In 2015, Kaleida Health market share for Erie County was 40.35% and 29.27% for Niagara County.<sup>6</sup> Erie County and Niagara County are the focus of this Kaleida

Health 2016-2018 Community Health Needs Assessment-Community Service Plan as they are the WNY counties identified as primary service areas for Kaleida Health hospitals. Each hospital's primary service area is defined in below tables as the county with the highest percentage of all WNY counties for 2015 inpatient discharges, emergency department visits, and outpatient visits.

#### **Erie County - Hospital Location and Primary Service Area**

- **Buffalo General Medical Center/Gates Vascular Institute - 100 High St. Buffalo, NY 14203**

<b>Buffalo General Medical Center - 2015 Inpatient Discharges, ED Visits, Outpatient Visits (Kaleida Health, EPSI, FY2015)</b>		
2015	WNY 8 County Total No.	Erie County No./% of Total
Inpatient Discharges	23,060	15,898/69%
Emergency Department Visits	61,043	53,963/88%
Outpatient Visits	68,475	57,234/84%

- **Millard Fillmore Suburban Hospital – 1540 Maple Rd., Williamsville, NY**

<b>Millard Fillmore Suburban Hospital – 2015 Inpatient Discharges, ED Visits, Outpatient Visits (Kaleida Health, EPSI, FY2015)</b>		
2015	WNY 8 County Total No.	Erie County No./% of Total
Inpatient Discharges	17,015	12,619/74%
Emergency Department Visits	42,694	35,339/83%
Outpatient Visits	56,878	46,046/81%

- **Women & Children's Hospital of Buffalo – 219 Bryant St., Buffalo, NY 14222**

<b>Women &amp; Children's Hospital of Buffalo – 2015 Inpatient Discharges, ED Visits, Outpatient Visits (Kaleida Health, EPSI, FY2015)</b>		
2015	WNY 8 County Total No.	Erie County No./% of Total
Inpatient Discharges	13,089	9,813/75%
Emergency Department Visits	48,981	42,634/87%
Outpatient Visits	145,629	121,048/83%

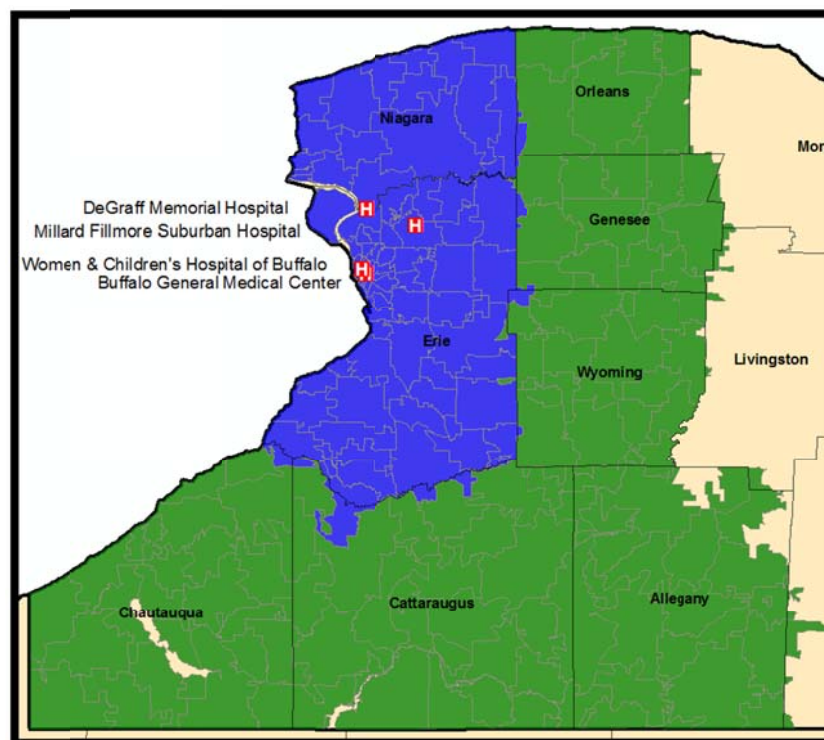
#### **Niagara County - Hospital Location and Primary Service Area**

- **DeGraff Memorial Hospital – 445 Tremont St., North Tonawanda, NY**

<b>DeGraff Memorial Hospital – 2015 Inpatient Discharges, ED Visits, Outpatient Visits (Kaleida Health, EPSI, FY2015)</b>		
2015	WNY 8 County Total No.	Niagara County No./% of Total
Inpatient Discharges	1,787	1,099/61%
Emergency Department Visits	14,674	8,864/60%
Outpatient Visits	34,930	*14,282/41%

*\*DeGraff Memorial Hospital is located on the border of Niagara County and Erie County and therefore also serves a high number of Erie County residents. 20,094/57% of outpatient visits at DeGraff represent Erie County residents.*

## Map of Western New York by County – Kaleida Health’s Primary Services Areas (blue)



### Demographics and Population - Erie County

Erie County is located in the western portion of New York State bordering Lake Erie, and also lies on the international border between the United States and Canada. It includes a total area of 1,227 square miles, of which 1,043 square miles is land and 184 square miles is water.<sup>7</sup> The county's total population is 930,801 and is comprised of urban, suburban, and rural cities, towns, and villages. Its largest city and county seat is Buffalo with a population of 277,181. The town of Amherst is one of the county's largest suburbs with a population of 139,363.<sup>8</sup> While Erie County's poverty rate is 15.2%, Buffalo is ranked as the fourth poorest city in the nation given its 30.9% poverty rate and the fact that 38.6% of households have an average income less than \$25,000.<sup>9</sup> Buffalo also has a high minority population with 35.7% of its residents being African American and 11.7% Hispanic.<sup>10</sup> Buffalo General Medical Center and Women & Children's Hospital of Buffalo are located in the city of Buffalo and serve a high percentage of Buffalo's poor and underserved population, including a high percentage of the city's refugees. In contrast, the town of Amherst, home of Millard Fillmore Suburban Hospital, has a poverty rate of 9.4%. Interesting to note is that Amherst has an 8.8% Asian-Pacific Islander population, higher than the NYS rate of 8.6%.<sup>11</sup> The table below identifies key population characteristics of the city of Buffalo, town of Amherst, Erie County and all of New York State.

<b>Population Demographics for Buffalo, Amherst, Erie County, New York State (2016, MedStat Market Expert)</b>				
<b>Descriptive</b>	<b>Buffalo</b>	<b>Amherst</b>	<b>Erie County</b>	<b>New York State</b>
<b>Population Total</b>	277,181	139,363	930,801	<b>19,852,979</b>
<b>Age</b>				
under 18	23.0%	19.1%	20.3%	21.4%
65+	12.8%	19.4%	17.4%	15.3%
<b>Race</b>				
White – non-Hispanic	45.4%	80.7%	76.2%	55.8%
Black – non-Hispanic	35.7%	5.5%	13.0%	14.3%
Hispanic	11.7%	2.8%	5.3%	19.0%
Asian/Pacific Islander	3.9%	8.8%	3.1%	8.2%
All others	3.3%	2.2%	2.4%	2.7%
<b>Avg. Income - Total Households</b>	121,414	55,767	393,795	<b>7,543,816</b>
Less than \$25,000	38.6%	17.5%	24.5%	22.7%
Over \$100,000	11.0%	33.9%	21.6%	28.8%
<b>Education Attainment – Total Adults 25+</b>	182,475	93,866	649,108	<b>13,685,464</b>
Less than/some High School	16.5%	4.7%	9.7%	14.5%
High School Degree	28.4%	17.8%	28.2%	26.9%
Bachelor's or Higher	24.5%	52.4%	31.2%	33.8%
<b>Population Demographics for Buffalo, Amherst, Erie County, New York State (US Census Quick Facts, 2014 American Community Survey and 2015 Current Population Survey)</b>				
<b>Descriptive</b>	<b>Buffalo</b>	<b>Amherst</b>	<b>Erie County</b>	<b>New York State</b>
Persons in Poverty	30.9%	9.4%	15.2%	15.4%
Persons w/o Health Insurance, under 65	10.7%	4.7%	6.9%	8.1%

## Demographics and Population - Niagara County

Niagara County is located in the western portion of New York State, just north of Buffalo (Erie County) and adjacent to Lake Ontario on its northern border and the Niagara River and Canada on its western border. The county has a total area of 1,140 square miles, of which 522 square miles is land and 617 square miles is water.<sup>12</sup> The county's total population is 212,170 and is comprised of urban, suburban, and rural cities, towns, and villages. Its cities include Niagara Falls (pop. 63,520), North Tonawanda (pop. 45,253), and its county seat of Lockport (pop. 58,397). While most of Niagara County is white, a high percentage of historically underserved populations reside in Niagara Falls with 17.2% of residents being African American.<sup>13</sup> While Niagara County's poverty rate is 13.4%, poverty is significant in Niagara Falls with a 25.3% poverty rate, North Tonawanda at 10.6%, and Lockport at 18.9%.<sup>14</sup> Furthermore, Niagara Falls and North Tonawanda all have an 11-12% rate of persons under 65 years without health insurance.<sup>15</sup> North Tonawanda is home to DeGraff Memorial Hospital. Niagara County is also home to the Tuscorora Reservation with a population of 1,152 and a poverty rate of 13.4%.<sup>16</sup> The table below identifies key population characteristics of Niagara County and the cities of Niagara Falls, North Tonawanda, Lockport, and for all of New York State.

<b>Population Demographics for Niagara Falls, North Tonawanda, Lockport, Niagara County, New York State (2016, MedStat Market Expert)</b>					
<b>Descriptive</b>	<b>Niagara Falls</b>	<b>North Tonawanda</b>	<b>Lockport</b>	<b>Niagara County</b>	<b>New York State</b>
<b>Population Total</b>	63,520	45,253	58,397	212,170	19,852,979
<b>Age</b>					
Under 18	20.4%	19.5%	22.2%	20.0%	21.4%
65+	18.2%	18.3%	15.7%	18.2%	15.3%
<b>Race</b>					
White – non-Hispanic	72.1%	94.0%	88.5%	85.9%	55.8%
Black – non-Hispanic	17.3%	1.2%	4.3%	6.8%	14.3%
Hispanic	3.6%	2.1%	3.1%	2.9%	19.0%
Asian/Pacific Islander	1.6%	1.2%	1.2%	1.1%	8.2%
All others	5.5%	1.5%	2.9%	3.3%	2.7%
<b>Avg. Income – Total Households</b>	28,811	19,324	23,807	90,436	7,543,816
Less than \$25,000	33.3%	22.3%	21.5%	24.9%	22.7%
Over \$100,000	11.5%	21.2%	22.2%	18.0%	28.8%
<b>Education Attainment – Total Adults 25+</b>	45,070	32,708	40,232	150,231	13,685,464
Less than/some High School	12.9%	7.4%	9.0%	9.8%	14.5%
High School Degree	37.9%	32.1%	32.4%	34.9%	26.9%
Bachelor's or Higher	17.0%	28.5%	27.8%	23.5%	33.8%
<b>Population Demographics for Niagara Falls, North Tonawanda, Lockport, Niagara County, New York State (US Census Quick Facts, 2014 American Community Survey and 2015 Current Population Survey)</b>					
<b>Descriptive</b>	<b>Niagara Falls</b>	<b>North Tonawanda</b>	<b>Lockport</b>	<b>Niagara County</b>	<b>New York State</b>
Persons in Poverty	25.3%	10.6%	18.9%	13.4%	15.4%
Persons w/o Health Insurance, under 65	12.7%	8.8%	11.6%	7.2%	8.1%

## Access to Care for the Medically Underserved

Kaleida Health has initiatives in place to assist individuals to access affordable health care. Through its Financial Counseling program, counselors are available at Kaleida Health facilities to support patients who are uninsured/underinsured and in need of financial assistance. The counselors assist and advocate for the patient to enroll them in appropriate medical coverage including Medicaid and Child Health Plus. Charity care is also available to for those patients who have incurred a financial hardship and do not have the resources to reimburse Kaleida Health for services rendered. These programs are based income and asset verification.

Medicaid provides health insurance for low income individuals and a high percentage of Medicaid patients are provided health care services at Kaleida Health hospitals. In 2015, of the total inpatient discharges, emergency department visits, and outpatient visits for all four Kaleida Health hospitals, 39.95% were reimbursed through Medicaid. At Buffalo General Medical Center, Medicaid accounted for 30.57% of total discharges and visits; and at Women & Children's Hospital of Buffalo, Medicaid accounted for 68.85% of total discharges and visits.

<b>Kaleida Health Hospitals - YTD 2015 Total Inpatient Discharges, Emergency Department Visits, Outpatient Visits (Kaleida Health – EPSI FY2015)</b>					
	<b>Buffalo General Medical Center</b>	<b>Women &amp; Children's Hospital of Buffalo</b>	<b>Millard Fillmore Suburban Hospital</b>	<b>DeGraff Memorial Hospital</b>	<b>Total Kaleida Health Hospitals</b>
<b>Medicaid</b>	46,646	143,017	13,734	7,650	211,047
<b>All Payers</b>	152,578	207,699	116,587	51,391	528,255
<b>% Medicaid</b>	30.57%	68.85%	11.78%	14.88%	39.95%

Kaleida Health supports the NYS DSRIP (Delivery System Reform Incentive Payment) program in WNY and is an active partner in the Millennium Collaborative Care (MCC) PPS to assure access to affordable, preventive, and quality care for the Medicaid population and to meet the statewide DSRIP goal of reducing avoidable hospital admissions by 25% over five years. Leadership and staff are members of MCC committees and support the achievement of DSRIP goals and projects throughout the region. One of those projects is the ED Care Triage Project, a care coordination and transitional care program in which patient navigators in the emergency room link at-risk patients who lack primary care access with a primary care physician or a NYS Medicaid Health Home. Many times, these patients visit the emergency room for non-urgent care and through this program, a patient navigator provides support and follow-up with the patient to assure a primary care appointment is made. Buffalo General Medical Center is piloting the program for Kaleida Health and in 3<sup>rd</sup> quarter 2016, patient navigators engaged with 627 patients. The NYS Prevention Agenda priority and focus areas along with the interventions selected for this 2016-2018 Community Health Needs Assessment-Community Service Plan align with MCC DSRIP projects as noted in the Work Plan of this document.

A NYS Medicaid Health Home Serving Children was established in 2016 through Women & Children's Hospital of Buffalo to provide care management to WNY children with Medicaid who have complex physical and/or behavioral health conditions. The hospital also provides health care services to medically underserved children in Buffalo Public Schools through its eight School Based Health Centers and a School Nursing Program.

Through its Language Assistance Service program, Kaleida Health provides interpreting and translation services to Limited English Proficient (LEP) patients. Every patient or patient representative with a communication barrier who enters a Kaleida Health facility is advised of her or her right to Language Assistance Services, and the service is provided free of charge.

The Visiting Nursing Association of WNY, Inc., Kaleida Health's home care affiliate, also works to promote the health of the community. This includes educating chronic care patients on self-management and personal care in areas such as rehabilitation services, nutrition education and therapy, infection control, falls risk assessment and intervention, depression risk assessment and intervention and health education related to improved lifestyle choices for individuals and families in their homes and the community.



Kaleida Health's Community Health Services provide outreach and health education programs, speakers on health-related topics, and community referrals to people of all ages. Programs and events promote the reduction of health disparities, effective use of health services, and promote overall community health and wellness. Topics range from health insurance enrollment to diabetes, stroke, heart disease, maternal and child health, and health career exploration. In 2015, 30,124 people were reached through community service programming.

Kaleida Health partners with several organizations and participates in multiple wellness outreach, education, and screening events targeting the medically underserved; and includes but is not limited to the following:

- Near East Side and West Side Task Force – Passport to Wellness, an outreach/wellness/medical screening program at local Tops grocery markets targeting mostly Latino and African American communities; and also reaches this population with health screening provided at the Broadway Market on Buffalo's east side.
- Niagara Frontier Transportation Authority – Outreach and wellness education to the underserved at the Main & Utica subway station.
- Buffalo East High School – Family Wellness Days at this Buffalo Public School located in an underserved area on Buffalo's east side.
- Buffalo Public Library – A community wellness event at the library during Hispanic Heritage Month.
- Buffalo Municipal Housing Authority – Family Wellness Program at the Martha Mitchell Center, Frederick Douglass Community Center, and Shaffer Village, all underserved.
- Juneteenth Festival – Health and wellness education provided at this festival on Buffalo's east side that attracts thousands of people of all age and races.
- In 2016, Kaleida Health conducted two men's prostate cancer outreach and screening events targeting Buffalo's African American and Hispanic population at the Johnnie B. Wiley Stadium and the Frederick Douglass Community Center. Kaleida Health collaborated with WNY Urology and Cancer Care of WNY; and with community and faith based organizations to promote the events including Buffalo Municipal Housing Authority, Buffalo Branch NAACP, Buffalo United Front, Inc., Hispanic Heritage Council of WNY, Hispanic Pastors Association of WNY, area fraternities, and Millennium Collaborative Care PPS. The programs supported Kaleida Health's pledge to help increase colorectal cancer screening rates by supporting the 80% by 2018 initiative, led by the American Cancer Society (ACS), the Centers for Disease Control and Prevention (CDC) and the National Colorectal Cancer Roundtable (an organization co-founded by ACS and CDC). Colorectal cancer is one of the most common cancers in both men and women and is one of the most preventable and treatable when detected early.
- WUFO 1080 AM – Through the Great Lakes Health radio program, Kaleida Health provides guest speakers every other week for ½ hour on a variety of health and wellness topics. The WUFO listenership is predominately urban and represents all ages, races, and ethnic groups in WNY.
- A number of block clubs and faith-based organizations also partner with Kaleida Health to provide health and wellness outreach and education at multiple locations.

## Health Issues of Concern

Kaleida Health participated in collaborative efforts to develop the 2016-2018 Community Health Needs Assessment – Community Health Improvement Plan for both Erie County and Niagara County. Health data from the County Health Rankings and the NYS Prevention Agenda Dashboard was reviewed as a part of the process engaged by Kaleida Health as a partner in work groups led by the Erie County Department of Health and the Niagara County Department of Health. The data was further reviewed by a Kaleida Health Community Health Needs Assessment-Community Service Plan work group. Other data sources included NYS Vital Records, NYS Statewide Planning and Research Cooperative system (SPARCS), NYS Expanded Behavioral Risk Factor Surveillance Survey (eBRFSS). As described below, this data along with Kaleida Health hospital data, and information gathered through consumer surveys and focus groups was instrumental in determining community need and the selected NYS Prevention Agenda priorities and interventions for each of the counties.

The County Health Rankings & Roadmaps program is a collaboration of the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute to provide actionable data to identify health issues of concern to a community and to plan strategies for health intervention. The 2016 County Health Rankings has ranked Erie County and Niagara County as follows:

- Erie County is ranked 57 out of 62 counties and Niagara County is ranked 55 out of 62 counties in New York State for health outcomes as based on equal weighting of length and quality of life.
- Erie County is ranked 32 out of 62 counties and Niagara County is ranked 45 out of 62 counties in New York State for health factors, based on weighted scores for health behaviors, clinical care, social and economic factors, and the physical environment.

The health issues of concern in Erie County as identified by the collaborative work group led by the Erie County Department of Health to address 2016-2018 are:

- High rates of cardiovascular disease and high incidence of risk factors including high blood pressure, diabetes, obesity and smoking
- Low rates of breastfeeding, particularly among underserved populations
- Increasing rise of opioid addiction and fatal overdoses

The health issues of concern in Niagara County as identified by the collaborative work group led by the Niagara County Department of Health to address in 2016-2018 are:

- High rates of cardiovascular disease and high incidence of risk factors including high blood pressure, diabetes, obesity and smoking;
- High rates of poor mental health and substance abuse

Cardiovascular disease screening and prevention in Erie and Niagara counties and the promotion of breastfeeding in Erie County was addressed in the 2014-2016 plan and will continue in 2016-2018. While falls prevention among seniors in Niagara County was included in

the 2014-2016 plan, it will not be addressed in this 2016-2018 plan due to the emerging and critical issue of poor mental health and substance abuse in Niagara County. The falls prevention program was very successful and will continue to exist through Kaleida Health-DeGraff Memorial Hospital and its partners; and will remain a valuable resource for the senior population of Niagara County.

While cardiovascular disease is the leading cause of death in New York State and in Erie and Niagara counties, it is important to note that cancer follows closely behind as the number two cause of death as indicated by the following 2014 age-adjusted death rates:

- New York State - Heart disease, the #1 cause of death at 175 per 100,000; and cancer the #2 cause at 149 per 100,000.<sup>17</sup>
- Erie County – Heart disease, the #1 cause of death at 176 per 100,000 and cancer the #2 cause at 181 per 100,000.<sup>18</sup>
- Niagara County – Heart disease, the #1 cause of death at 212 per 100,000 and cancer the #2 cause at 180 per 100,000.<sup>19</sup>

While cancer is not addressed in this Kaleida Health hospital plan and the counties' 2016-2018 Community Health Improvement Plans, the impact of cancer on the health of residents is recognized and there are several ongoing cancer prevention, education, and treatment initiatives in place in the region. Roswell Park Cancer Institute holds the National Cancer Institute designation as a comprehensive cancer center and has a proven multidisciplinary approach. Kaleida Health provides oncology services through Millard Fillmore Suburban Hospital and the hospital also has a Survivor Steps cancer rehabilitation program for cancer survivors. Additionally, in 2015, Kaleida Health acquired Cancer Care of Western New York, an oncology treatment practice.

The Erie County Department of Health and the Niagara County Department of Health have identified the rising opioid addiction problem as an emerging area of concern as evidenced by the following:

- Heroin and opioid overdoses are the rise in Erie County with 10 heroin deaths and 70 deaths from all opioids reported in 2010 to 37 heroin deaths and 101 deaths from all opioids reported in 2013.<sup>20</sup>
- Fatal opioid overdoses in Niagara County were 25 in 2014, 43 in 2015, and the 2016 projection based on September data is 32.<sup>21</sup>

The Erie County Department of Health is consulting with its Opiate Task Force to focus on the rising number of fatal opioid overdoses in the county and plan to include it as a third NYS Prevention Agenda priority. While Kaleida Health did not include this as one of its two required priority areas for this plan, it is committed to continue working with its Erie County partners and has already taken steps to address the problem. In 2016, through a partnership with the Erie County Department of Health, Kaleida Health hospitals including Buffalo General Medical Center, Millard Fillmore Suburban Hospital, DeGraff Memorial Hospital, and Women & Children's Hospital of Buffalo emergency departments began to dispense the Narcan opioid overdose kit to patients and caregivers for patients with an opioid overdose or is at risk for an

opioid overdose. The county supplied the kits and emergency department physicians provided the patient/caregiver education on the use of Narcan.

The Niagara County Department of Health is including mental health and substance abuse in its Community Health Improvement Plan and Kaleida Health-DeGraff Memorial Hospital is a partner working on provider education and awareness of the mental health and substance abuse problem in Niagara County.

The health issues of concern to be addressed by both Erie County and Niagara County Departments of Health and partner organizations including Kaleida Health hospitals are described more fully below.

### **Cardiovascular Disease – Erie County and Niagara County**

A number of health descriptors indicate that both Erie County and Niagara County have a higher percentage of its population suffering from poor health than all of New York State (NYS), and Niagara County rates fare worse than Erie County rates. Both counties have high rates of death and premature death due to heart disease, and accompanied by high rates of cardiovascular risk factors including high blood pressure, diabetes, smoking, and obesity.

The following exemplify the incidence of cardiovascular disease and its risk factors as health issues of concern in each county:

#### **Erie County**

- Age-adjusted heart attack hospitalization rates per 10,000 (2014) – 16.5% vs. NYS rate of 13.8%.<sup>22</sup>
- Percentage of adults with physician-diagnosed high blood pressure (2013-2014) – 34.7% vs NYS rate of 28.3%.<sup>23</sup>
- Percentage of adults with physician diagnosed diabetes (2013-2014) – 9.7% vs. the NYS rate of 9.5%.<sup>24</sup>
- Percentage of adults who are obese (2013-2014) – 29.8% vs. the NYS rate of 24.9%.<sup>25</sup>
- Percentage of cigarette smoking among adults (2013-2014) - 18.8% vs. NYS rate of 15.6%.<sup>26</sup>

#### **Niagara County**

- Age-adjusted heart attack hospitalization rates per 10,000 (2014) – 23.4% vs. Erie County rate of 16.5% vs. NYS rate of 13.8%.<sup>27</sup>
- Percentage of adults with physician-diagnosed high blood pressure (2013-2014) – 31.6% vs. NYS rate of 28.3%.<sup>28</sup>
- Age-adjusted percentage of adults with physician diagnosed diabetes (2013-2014) – 9.7% vs. the NYS rate of 9.5%.<sup>29</sup>
- Percentage of adults who are obese (2013-2014) – 31.3% vs. Erie County rate of 29.8% vs. NYS rate of 24.9%.<sup>30</sup>

- Percentage of cigarette smoking among adults (2013-2014) – 20.8% vs. Erie County rate of 18.8% vs. NYS rate of 15.6%.<sup>31</sup>

Kaleida Health has identified women as a disparity population affected by heart disease and its risk factors. The Disparities Dashboard of the Keys to Health database of the P2 Collaborative of WNY documents the Erie County age-adjusted hospitalization rate due to hypertension by gender per 10,000 population 18+ years at 3.3 for women and 2.9 for men. In Niagara County, the rate for women is 4.4 and 2.5 for men.<sup>32</sup> Heart disease claims more women's lives in the United States than all forms of cancer combined. According to the American Heart Association, cardiovascular diseases and stroke cause 1 in 3 women's deaths each year, killing approximately one woman every 80 seconds and 90% of women have one or more risk factors for heart disease or stroke. Additionally, fewer women than men survive their first heart attack and the symptoms of heart attack can be different in women than men, and are often misunderstood – even by some physicians. As a result, women are under-diagnosed, misdiagnosed and inadequately treated for heart disease.

The medically underserved are also at greater risk of cardiovascular disease and its complications. It is well documented that African Americans have a higher risk for heart disease than other race/ethnicity groups.

- The Erie County age-adjusted hospitalization rate due to hypertension by race/ethnicity per 10,000 population 18+ years (2012-2014) is 13.7 for the Black or African American population and 1.6 among the white population.<sup>33</sup>
- In Niagara County, the age-adjusted hospitalization rate due to hypertension by race/ethnicity per 10,000 population 18+ years (2012-2014) is 20.1 among the Black or African American population and 2.6 among the white population.<sup>34</sup>

Furthermore, individuals of lower income have a higher incidence of being obese, a major risk factor for heart disease.

- In Erie County, the adult obesity rate (2013-2014) is 29.8% and the rate for adults with an annual income of less than \$25,000 is 31.9%; and in Niagara County, the obesity rate for adults is 31.3% and 48.1% for adults with an annual income less than \$25,000.<sup>35</sup>

In response to community need, cardiac and stroke care is a major service line at Kaleida Health hospitals, and more specifically at Buffalo General Medical Center and its Gates Vascular Institute. The hospital serves as a regional specialty care facility for the care and treatment of patients suffering from cardiovascular disease, stroke, and other neurological conditions for patients from Erie and Niagara counties as well as the other six WNY counties and beyond. Patient discharge data for 2015 shows that 7,341 individuals received inpatient cardiac or stroke care at Buffalo General Medical Center. This represents 31.8% of total inpatient discharges at this facility. An additional 1,776 patients received inpatient cardiac or stroke care at Kaleida Health's other three hospitals for a combined total of 9,117 for all four hospitals. While Millard Fillmore Suburban Hospital and DeGraff Memorial Hospital provide cardiac and stroke inpatient care, these hospitals further serve as an urgent care gateway for patients requiring more specialized tertiary care at Buffalo General Medical Center and its Gates

Vascular Institute. Women & Children's Hospital of Buffalo provides cardiac and stroke inpatient care for children.

<b>2015 Kaleida Health Inpatient Discharges – Cardiac and Stroke (SPARCs Data - HANYS MEDSTAT Market Expert, 2015)</b>			
<b>Kaleida Hospital</b>	<b>Cardiac</b>	<b>Stroke</b>	<b>Combined</b>
<b>Buffalo General Medical Center</b>	5,235	2,106	<b>7,341</b>
<b>Millard Fillmore Suburban Hospital</b>	1,315	104	<b>1,419</b>
<b>DeGraff Memorial Hospital</b>	258	19	<b>277</b>
<b>Women &amp; Children's Hospital of Buffalo</b>	70	10	<b>80</b>
<b>Total</b>	<b>6,878</b>	<b>2,239</b>	<b>9,117</b>

Kaleida Health's cardiac and stroke services are utilized by all populations, including many who are medically underserved. As previously stated, 39.95% of 2015 total inpatient discharges, emergency department visits, outpatient visits at Kaleida Health hospitals were reimbursed by Medicaid.<sup>36</sup> The Gates Vascular Institute is located in the city of Buffalo, a city with a 30.9% poverty rate<sup>37</sup> and where 35.5% of the city's population is African American and 11.7% Hispanic.<sup>38</sup>

To address the need for cardiac catheterization services in Niagara County, Kaleida Health recently collaborated with Niagara Falls Memorial Medical Center (NFMCC), Catholic Health, and Erie County Medical Center to make this lifesaving care readily accessible to residents throughout the Niagara Region. A new cardiac catheterization laboratory is anticipated to open in 2017 at the Heart Center of Niagara on the NFMCC's downtown Niagara Falls campus.

#### **Kaleida Health 2014-2016 Community Health Needs Assessment-Community Service Plan Achievements – Cardiovascular Disease**

Kaleida Health's 2014-2016 Community Health Needs Assessment-Community Service Plan addressed cardiovascular disease among women. The initiative focused on improving cardiovascular health of female patients at the six OB-GYN Centers of Women & Children's Hospital of Buffalo, with locations in both Erie and Niagara counties. Through the HeartCaring® and Spirit of Women® programs, 35.4% of patients receiving their annual gynecological visit in 2015 were screened for cardiovascular disease with 57.4% of this group determined at risk and 13% determined high risk. In 2016, year total to date through September 30, 2016; 27.3% of patients were screened with 61.2% of this group determined at risk and 9% determined high risk (internal Kaleida data). The HeartCaring® program further targets the medically underserved given that 73% of patient visits at Kaleida Health's OB-GYN Centers in 2015 were reimbursed by Medicaid.<sup>39</sup> The identification of at risk and high risk women among this population is a first step toward improving cardiovascular health in Erie and Niagara counties. The program then provides a critical second step with the provision of HeartCaring® and Spirit of Women® educational materials and referral to primary care physicians and cardiovascular specialists as needed.

Kaleida Health was selected as the national winner of the 2015 HeartCaring® Excellence in Action Award in recognition of its outstanding achievements in community service. This award is given to hospitals and health systems whose innovation and extraordinary commitment to community service goes beyond all expectations. Kaleida Health received the award for its commitment to increasing cardiovascular disease screening for women as part of its 2014-2016 Community Health Needs Assessment-Community Service Plan in response to the staggering heart disease statistics that plague WNY. HeartCaring® is a national evidence-based program focusing on cardiovascular prevention through screening and education to support lifestyle changes.

Additionally, Kaleida Health provided Heart to Heart educational presentations to over 300 individuals at seven different events from 2014 through 2016. The events focused on topics such as nutrition and exercise, diabetes and heart disease, managing high blood pressure, sleep apnea and heart disease, and atrial fibrillation, among others.

Kaleida Health's Spirit of Women® program offers women a support system to nurture a healthy lifestyle through entertaining and interactive educational events. Membership is free and provides a monthly e-newsletter on current health topics, health tips for men and women, advance notification of health events, and discounts at local businesses. To date, 6,573 members have enrolled in Kaleida Health's Spirit of Women program since its inception. Night of Indulgence, a health and wellness event specifically for women is hosted by Kaleida Health each year and a total of 654 women participated from 2014 through 2016.

The HeartCaring® and Spirit of Women® programs, in addition to other cardiovascular outreach and education programs, will continue to be provided as identified in this 2016-2018 Kaleida Health Community Health Needs Assessment-Community Service Plan for Erie and Niagara counties.

### **Maternal and Infant Health – Erie County**

The 2011 US Surgeon General's Call to Action to Support Breastfeeding outlines the following health benefits of breastfeeding:

- Breastfeeding protects babies from infections and illnesses that include diarrhea, ear infections and pneumonia.
- Breastfed babies are less likely to develop asthma.
- Children who are breastfed for six months are less likely to become obese.
- Breastfeeding also reduces the risk of sudden infant death syndrome (SIDS).
- Mothers who breastfeed have a decreased risk of breast and ovarian cancers.

Breastfeeding also has economic advantages. Breastfeeding reduces or eliminates the cost of formula for families; and because breastfed babies and their mothers tend to be healthier, savings are further realized in the overall cost of health care.<sup>40</sup>

The NYS Prevention Agenda supports the promotion of breastfeeding and supports the recommendation by the U.S. Surgeon General and most experts that babies be fed **only** breast milk for the first six months and continue to be fed breast milk until one year of age, or longer, as complementary foods are introduced.<sup>41</sup> While rates for initiating breastfeeding at delivery are encouraging, there is a greater need to improve the rate of infants exclusively breastfed in the delivery hospital as indicated below:

- Erie County rate for infants fed any breast milk in a delivery hospital (2012-2014) was 72.1% and the NYS was 84.2%.<sup>42</sup>
- Erie County rate for infants exclusively fed breast milk in a delivery hospital (2012-2014) was 51.1% and the NYS rate was 41.8%.<sup>43</sup>

### **Kaleida Health 2014-2016 Community Health Needs Assessment-Community Service Plan Achievements – Breastfeeding**

Kaleida Health hospitals with obstetrics programs are Women & Children's Hospital of Buffalo and Millard Fillmore Suburban Hospital. Increasing breastfeeding rates at these two hospitals was a part of Kaleida Health's 2014-2016 Community Health Needs Assessment-Community Service Plan. Both hospitals engaged in several educational and clinical initiatives toward achieving Baby-Friendly USA® designation. This program is a global effort for improving the care of pregnant women, mothers and newborns at facilities that provide maternity services, in accordance with The Ten Steps to Successful Breastfeeding and the International Code of Marketing of Breast-milk Substitutes. The hospitals are also a part of the EMPOWER Initiative as funded through the Centers for Disease Control, and receive training and resource support in lactation education through experienced EMPOWER coaches.

Kaleida Health is a member partner in the Healthy Start, Healthy Future for All Coalition, a community partnership led by the United Way of Buffalo & Erie County, UBMD, and the P2 Collaborative of WNY. The partnership developed a Healthy You x 2 educational toolkit and is provided to moms in Kaleida Health's OB-GYN Centers. Approximately 95% of the patients at the OB-GYN Centers primarily deliver at Women & Children's Hospital of Buffalo and some of the patients from the Lancaster and Lockport OB-GYN Centers deliver at Millard Fillmore Suburban Hospital.

Kaleida Health's OB-GYN Centers have all achieved NYS Baby-Friendly Practice designation. Through a partnership with Buffalo Prenatal Perinatal network (BPPN), Women & Children's Hospital of Buffalo refers at risk moms to BPPN's Healthy Start program for case management services in the home to assure continuation of breastfeeding. The hospital currently refers about 50 patients per month to this program. At risk moms are also referred to the maternal Infant Community Health Collaborative.

Breastfeeding initiatives including staff training, patient education and support in both outpatient and inpatient settings from prenatal care to labor and delivery, breastfeeding friendly policy and practice changes, and community collaboration all led to improvement in **breastfeeding rates (fed any breast milk)** at both hospitals as follows (internal Kaleida data):



- Women & Children’s Hospital of Buffalo – In 2013, the percentage of infants fed any breast milk was 58.9% and in 2015, the rate was 64.0%. The year total year to date rate as of September 30, 2016 is 65%.
- Millard Fillmore Suburban Hospital - In 2013, the percentage of infants fed any breast milk was 81.4% and in 2015, the rate was 82.7%. The year total to date rate as of September 30, 2016 is 85.2%

Increasing **exclusive breastfeeding rates (breastfeeding at discharge)** is now the focus at both hospitals and the goal is to meet the 80% exclusive breastfeeding rate required to achieve Baby-Friendly USA® designation. Exclusive breastfeeding rates for Women & Children’s Hospital of Buffalo and Millard Fillmore Suburban Hospital are as follows (internal Kaleida data):

- Women & Children’s Hospital of Buffalo – In 2014, the percentage of infants exclusively breastfed was 23% and in 2015, the percentage was 31%. For 2016, year total to date as of September 30, 2016, the overall percentage is 39%.
- Millard Fillmore Suburban Hospital - In 2016, year total to date as of September 30, 2016, the percentage of infants exclusively breastfed is 60.4%. (Data is not available for exclusive rates in 2014 and 2015).

Exclusive breastfeeding rates at Women & Children’s Hospital of Buffalo are lower than rates at Millard Fillmore Suburban Hospital and lower than the NYS rate of 41.8%.<sup>44</sup> This may be attributed to the hospital’s Buffalo location where 30.9% of the city’s population live in poverty.<sup>45</sup> The hospital has a significant low income and racially/ethnically diverse patient population; including a growing number of refugees. Additionally, at Kaleida Health’s Elmwood OB-GYN Center, 81% of 2015 patient visits were reimbursed by Medicaid and a majority of those patients deliver at Women & Children’s Hospital of Buffalo.<sup>46</sup> There are documented disparities among women who breastfeed. Lower rates of breastfeeding initiation, exclusivity and duration exist among younger, less-educated, low-income women. Racial and ethnic minorities and women enrolled in the WIC program also have lower exclusive breastfeeding rates.<sup>47</sup> Women & Children’s Hospital of Buffalo understands these challenges and its breastfeeding initiatives are tailored to meet the needs of this medically underserved population to overcome inherent barriers and assure successful breastfeeding for all.

Breastfeeding promotion activities will continue to be provided at Women & Children’s Hospital of Buffalo and Millard Fillmore Suburban Hospital to reach the 80% exclusive breastfeeding goal and become Baby-Friendly hospitals; and are identified in this Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan for Erie County.

### **Mental Health and Substance Abuse – Niagara County**

High rates of poor mental health, drug addiction, binge drinking, and suicide deaths in Niagara County indicate a dire need to address mental health and substance abuse issues. The work group for the Niagara County 2016-2018 Community Health Assessment-Community Health Improvement Plan identified mental health and substance abuse as health issues of major concern.

Below Niagara County statistics document the need to address mental health and substance abuse issues.

- Age-adjusted percentage of adults with poor mental health for 14 or more days in the last month (2013-2014) – 13.8% vs. NYS rate of 11.2%.<sup>48</sup>
- Age-adjusted suicide death rate per 100,000 (2012-2014) – 16.0% vs. NYS rate of 7.9%.<sup>49</sup>
- Age-adjusted percentage of adult binge drinking during the past month (2013-2014) – 18.8% vs. NYS rate of 17.8%.<sup>50</sup>
- Drug-related hospitalization rate per 10,000 (2012-2014) - 28.6 vs. the NYS rate of 22.6.<sup>51</sup>
- Of the 43 fatal opioid overdoses in Niagara County in 2015, the majority were in the 20-29 age group with a number reported across the 30-39 age group and 40-49 age group. Additionally, 63% were males and 37% were females; and 49% were due to fentanyl, 20% were heroin related, and 23% were from other opioids.<sup>52</sup>
- Drug addiction among Niagara County newborns (Neonatal Abstinence Syndrome) is equally alarming given a new born drug-related diagnosis rate per 10,000 newborn discharges (2012-2014) at 341.7 vs. the NYS rate of 103.5.<sup>53</sup>

Access to mental health care and services is a challenge for residents in both Erie and Niagara Counties. The region has a severe shortage of psychiatrists and psychologists as compared to New York State. NPI data included in the 2014 Community Needs Assessment of the Millennium PPS indicated that the number of psychiatrists per 10,000 beneficiaries for Erie County is 8.9 and only 2.5 for Niagara County while it is 12.4 for New York State. A shortage further exists for psychologists as the report indicated 18.8 psychologists per 10,000 beneficiaries in Erie County, only 4.5 for Niagara County and 18.9 for New York State. The County Health Rankings 2016 indicate that the population to mental health provider ratio for Niagara County is 1012:1, significantly worse than the Erie County ratio of 454:1 and NYS ratio of 420:1.

While Kaleida Health does not provide adult mental health and substance abuse services, the system recognizes the need for its staff to identify the signs and symptoms and to provide patient referral to appropriate community resources as required. Erie County Medical Center, an affiliate under Great Lakes Health, is WNY's only center of excellence for behavioral health providing both inpatient and outpatient mental health and substance abuse services for Erie County and Niagara county residents and beyond. Women & Children's Hospital of Buffalo provides mental health and substance abuse services for children through its Children's Psychiatry Clinic for residents of both counties.

Kaleida Health-DeGraff Memorial Hospital in Niagara County will address provider education and awareness of mental health conditions and substance abuse issues in this 2016-2018 Kaleida Health Community Health Needs Assessment-Community Service Plan for Niagara County.

## **Kaleida Health 2014-2016 Community Health Needs Assessment-Community Service Plan Achievements – Falls Prevention – Niagara County**

Kaleida Health's DeGraff Memorial Hospital collaborated with other Niagara County organizations to implement the Stay Well on Your Feet Program to reduce the risk of falls among the 65+ population in Niagara County. The program was a part of Kaleida Health's 2014-2016 Community Health Needs Assessment-Community Service Plan addressing the NYS Prevention Agenda priority area of Injury Prevention. Coalition partners also included the DeGraff McLaughlin Center for Senior Wellness, Niagara County Department of Health, Niagara County Office for the Aging, Visiting Nursing Association of Western New York, and the Niagara County Coalition for Falls Prevention. Stay Well On Your Feet addresses the general needs of older adults to help maintain a high level of independence while offering fun and innovative way to prevent falls and stay fit. The following initiatives were implemented throughout 2014-2016 leading to the success of the program:

- The coalition served as peer leaders in offering a train the trainer staff development program including a full demonstration of Qi Gong at the DeGraff Community Center.
- The Stay Well on Your Feet/Falls Prevention Outreach Program was introduced to nursing students at Niagara County Community College (NCCC) to provide students a better understanding of safety and falls prevention for older adults. The program has been incorporated into the nursing curriculum at NCCC as a part of the school's Fall Education Series.
- 629 individuals participated in Stay Well on Your Feet falls prevention programs and each participant received a falls prevention workbook and was tasked to make at least one change at home to create a safer environment.
- Falls prevention educational materials to ensure community awareness were provided at four large-scale community outreach events each year.
- DeGraff serves a high number of older adults. The hospital added falls prevention education materials and a risk assessment tool to all admission packets.

In 2016, the Stay Well on Your Feet falls prevention program was awarded a 2016 SOPHi Award (Spotlight on Population Health Award) through the P2Collaborative of WNY in the category of Injury Prevention.

While very successful, the program is not included in this Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan as other priority areas were selected by the Niagara County work group based on emerging community needs. However, Stay Well on Your Feet is an ongoing program in Niagara County and DeGraff Memorial Hospital will continue to meet and collaborate with its partners to reduce the risk of falls among older adults. The program is sustainable as it was incorporated into the nursing curriculum at NCCC and three volunteers with experience in nursing and community education are committed to continuing its success. The volunteers will continue to implement the program at the DeGraff McLaughlin Center for Senior Wellness, senior housing centers, and other community-based locations with support from DeGraff leadership and staff.

## Community Engagement and NYS Prevention Agenda Priorities

The low ranking of both Erie County and Niagara County among New York State counties per the County Health Rankings and above cardiovascular, maternal and child health, and mental health and substance abuse statistics confirm the need for state and county health departments, health care providers, mental health providers, social support and community based organizations to work together to support the health care needs of county residents as identified in the Priority Areas of the NYS Prevention Agenda.

### Erie County

Kaleida Health participated in the collaborative planning and community engagement process of a work group led by the Erie County Department of Health to identify NYS Prevention Agenda priorities to address in 2016-2018. Other partners included: Catholic Health System, United Way of Buffalo & Erie County, P2 Collaborative of WNY, Buffalo State College, UB School of Public Health, UB Family Medicine Primary Care Research Center, Daemen College, and D'Youville College.

The Erie County work group launched their efforts on October 5, 2015 and held subsequent monthly meetings throughout 2015 and 2016. The work group achieved the following:

- Developed and disseminated an Erie County consumer survey with completed surveys received from 1,839 individuals. There were several survey distribution sites and efforts were made to also target the low income and underserved population at sites including the office of Erie County Department of Social Services among others. Kaleida Health distributed the survey in its primary care clinics of which a significant number of patients are insured through Medicaid. The survey link was also posted on the Kaleida Health website, Kaleida Health employee website, and on Facebook and Twitter.
  - Of the 1,839 respondents selecting the three health issues of most concern, 13.6% indicated depression, 10.2% indicated heart disease, and 9.3% indicated pollutants (air, water). Other areas of concern were physical activity, nutrition, obesity, high blood pressure, diabetes, cancer, health insurance, alcohol abuse.
  - Of the 1,839 respondents, 15.9% indicated their overall health was excellent, 60.2% indicated good, 21.1% indicated fair, and 2.8% indicated poor.
  - Of the 1,768 respondents who indicated their race/ethnicity; 77.9% - White, 12.6% - Black or African American, 4.1% - Hispanic or Latino, 1.6% - Native American or American Indian, 1.2% - Asian, 0.1% - Native Hawaiian or Other Pacific Islander, 0.9% - Other, and 4.2% preferred not to answer.
  - Of the 1,731 respondents who indicated their annual household income; 8% - under \$10,000, 13.3% - \$10,000 to less than \$35,000, 10.9% - \$35,000 to less than \$50,000, 16.7% - \$50,000 to less than \$75,000, 35.6% - \$75,000 or more, and 15.5% preferred not to answer.
- Conducted five focus group sessions entitled Erie County Community Conversations at a geographic cross-section of sites including the Cazenovia Library, United Way, and

Merriweather Library in Buffalo; Springville Fire Hall in Springville; and Erie County Fire Training Academy in Cheektowaga. Community input at the focus group sessions aligned with the consumer survey results and contributed to the selection of the NYS Prevention Agenda priorities. Kaleida Health promoted the Community Conversations on its public website, employee website, Facebook, and Twitter. Kaleida Health also facilitated the promotion of the Merriweather Library event targeting Buffalo's underserved community through an email to members of the Near East Side and West Side Task Force.

Kaleida Health, in collaboration with the Erie County Department of Health and community partners; and based on need data, consumer surveys, and focus group sessions, selected the following NYS Prevention Agenda priorities and health disparities to address in Erie County:

1. Prevent Chronic Disease
  - Focus Areas: Increase access to high quality chronic disease preventive care and management in clinical and community settings. Promote use of evidence-based care to manage chronic diseases
  - Disparity: Women including medically underserved
2. Promote Healthy Women, Infants and Children
  - Focus Areas: Maternal and infant health. Increase the proportion of NYS babies who are breastfed
  - Disparity: Women and infants including medically underserved

Erie County plans to also address a third NYS Prevention Agenda priority area, Mental Health and Substance Abuse, to focus on decreasing the rising number of fatal opioid overdoses in Erie County. Kaleida Health did not include this as one of its two priority areas but has taken steps to address the problem and is committed to working with the Department of Health and community partners on intervention initiatives.

## **Niagara County**

Kaleida Health-DeGraff Memorial Hospital participated in the collaborative planning and community engagement process of a work group led by the Niagara County Department of Health to identify NYS Prevention Agenda priorities to address in 2016-2018. Other partners included: Niagara Falls Memorial Medical Center, Mount Saint Mary's Hospital, Catholic Health System, Eastern Niagara Hospital System, and Niagara County Department of Mental Health. The P2 Collaborative facilitated the process and meetings on behalf of the group.

The Niagara County work group launched their efforts on February 24, 2016 and held subsequent monthly meetings throughout 2016 and achieved the following:

- Developed and disseminated a Niagara County consumer survey with completed surveys received from 2,111 Niagara County residents. There were several survey distribution sites and efforts were made to also target the low income and medically

underserved population at sites including Bethany Baptist Church, Urban Park Towers, and Community Health Center at Niagara, Niagara County Cancer Services Program, and Town of Lockport Food Bank. Kaleida Health-DeGraff Memorial Hospital distributed the survey in hospital waiting areas, front desk, switchboard, physician offices, OB/GYN Clinics, the DeGraff McLaughlin Center for Senior Wellness, and on Facebook, Kaleida Health website, and the Kaleida Health employee website.

- Of the 1,984 respondents selecting the three issues of most concern about their own health and the health of the community, 42% stated access to affordable health care, 30% stated cancer, 23% stated alcohol and/or drug use or addiction, 22% stated mental health problems, 19% stated overweight/obesity; weight management, and 19% stated heart-related issues.
- Of the 1,655 respondents who answered the question on annual household income, 26.7% had an income of less than \$35,000 and 17.5% had an income of less than \$25,000.
- Of the 1,793 respondents who answered the question on the status of their general health, 18.3% rated their health fair or poor.
- Of the 1,728 respondents who answered the question on how many days during the past 30 days was your mental health not good, 21.2% stated 10 or more days per month. 42% responded “none”.
- Conducted nine focus group sessions titled Niagara County Community Conversations at a geographic cross-section of sites including medically underserved neighborhoods. Sites included the Neighborhood Health Center, Niagara Falls; Bethany Baptist Church, Niagara Falls; Woodlands Senior Village, North Tonawanda; DeGraff Community Center, North Tonawanda; Hartland Bible Church, Gasport; Olcott United Methodist Church, Olcott; Newfane Food Pantry, Newfane; Eastern Niagara Hospital, Lockport; and Mount Saint Mary’s Hospital, Lewiston. Focus group discussions centered on issues regarding social determinants, transportation, access to care, and personal responsibility for one’s own health. Health problems of concern included obesity, substance abuse, mental health, cancer, transportation, heart-related issues. Kaleida Health sponsored a Community Conversation at the DeGraff Community Center of DeGraff Memorial Hospital on May 25, 2016.
- Representatives from several Niagara County health, mental health, and community-based organizations participated in a Niagara County Community Meeting on August 4, 2016 to discuss the 2016-2018 Community Needs Assessment-Community Health Improvement Plan and Prevention Agenda priority areas. Participants discussed current programs and initiatives, shared ideas, and explored opportunities for collaboration. Participating organizations included P2 Collaborative of WNY (facilitator), Kaleida Health-DeGraff Memorial Hospital, Eastern Niagara Hospital, Mount Saint Mary’s Hospital, Niagara Falls Memorial Medical Center, Niagara County Department of Health, Niagara County Mental Health Department, American Diabetes Association, American Heart Association, Children and Family Services of Niagara, Community Health Center of Lockport/Niagara, Community Missions, Cornell Cooperative, Creating a Healthier Niagara Falls Collaborative, Dale Association, Mental Health Association in Niagara County, Native American Community Services, Niagara County Cancer Services, Niagara

County Emergency Management, Northpointe Council, Opportunities Unlimited of Niagara, Orleans Niagara Boces, Tobacco Free Erie/Niagara, YMCA, and University at Buffalo-medical residents.

Kaleida Health in collaboration with the Niagara County Department of Health and community partners; and based on need data, consumer surveys, and focus group sessions, selected the following NYS Prevention Agenda priorities and health disparities to address in Niagara County:

1. Prevent Chronic Disease
  - Focus Areas: Increase access to high quality chronic disease preventive care and management in both clinical and community settings. Promote use of evidence based care to manage chronic disease
  - Disparity: Mental health population; and women including medically underserved
2. Promote Mental Health and Prevent Substance Abuse
  - Focus Areas: Promote mental, emotional and behavioral well-being, prevent substance abuse, and strengthen infrastructure
  - Disparity: Mental health population

### **Kaleida Health Work Plan – Goals, Objectives, Interventions**

With hospitals located in both Erie County and Niagara County, Kaleida Health, working collaboratively with both county work groups, identified three interventions to undertake as part of this Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan. All of the interventions align with NYS Prevention Agenda priority areas that were collaboratively selected for each county. In Erie County, Kaleida Health will continue its work to increase cardiovascular disease screening and education and improve breastfeeding rates. In Niagara County, Kaleida Health will also address cardiovascular disease and will address the county's mental health and substance abuse issues. The cardiovascular disease screening and education and breastfeeding initiatives have been successful programs for Kaleida Health and were included in the 2014-2016 Community Health Needs Assessment-Community Service Plan. These initiatives have been expanded and improved upon in this 2016-2018 plan. The mental health and substance abuse initiative will be new for Kaleida Health and focuses on DeGraff Memorial Hospital as a referral resource. Kaleida Health submitted its work plan to each of the county Departments of Health for inclusion in respective county-wide 2016-2018 Community Health Improvement Plans.

### **Erie County and Niagara County**

***NYS Prevention Agenda Priority/Focus Area/Goal: Prevent Chronic Disease/Increase access to high quality chronic disease preventive care and management in clinical and community settings/Promote use of evidence-based care to manage chronic diseases***

**Kaleida Health Goal:** Increase cardiovascular screening and education in Erie and Niagara counties from 2016 to 2018.

**Disparity:** Women including medically underserved; mental health population in Niagara County

**DSRIP MCC PPS Project Alignment:** Project 3.b.i. – Support implementation of evidence-based best practices for disease management in medical practices for adults with cardiovascular disease.

<b>Outcome Objective</b>	<b>Interventions/ Strategies/ Activities – ongoing 2016-2018</b>	<b>Process Measures</b>	<b>Resources – Kaleida Health and Partners</b>	<b>Will action address disparity</b>
<p>1. Through evidence-based HeartCaring® and Spirit of Women® program, increase the percentage of women screened for cardiovascular disease at their annual GYN visit at Kaleida Health's OB-GYN Centers</p> <p><u>Erie County</u> Buffalo – West Side and East Side locations Hamburg Lancaster</p> <p><u>Niagara County</u> Lockport</p>	<p>1.a. Patients presenting for annual GYN exam asked to complete Heart Caring cardiovascular self-assessment and give to provider in exam room.</p> <p>1.b. Providers review self-assessment and based on evidence-based criteria, conduct additional Heart Caring® assessment to determine if patient is at risk or high risk. Provider documents in EMR. Educational materials and referral information provided to at risk and high risk patients.</p> <p>1.c. Spirit of Women® - All screening participants receive sign-up cards and educational materials available in waiting room.</p> <p>1.e. Clinic managers assure that providers are certified as HeartCaring® providers. Training module offered to non-certified providers.</p> <p>1.f. Clinic managers address initiative at team meetings and offer staff incentives to increase patient participation rate.</p>	<p>Implement cardiovascular disease screening activities at five OB-GYN Centers to increase current baseline of 35% of women screened (of estimated 2,900 patients receiving annual GYN exam) to 45% by end of 2017 and 60% by end of 2018.</p>	<p>Women &amp; Children's Hospital of Buffalo and DeGraff Memorial Hospital - provide leadership and staff support.</p> <p>HeartCaring® - national evidence-based program focusing on cardiovascular prevention through screening and education to support lifestyle changes.</p> <p>Spirit of Women® - offers females a support system to nurture a healthy lifestyle through entertaining and interactive educational events.</p>	<p>Yes – In 2015, 73% of patient visits at WCHOB's OB-GYN clinics were reimbursed by Medicaid</p>



2. Host Heart to Heart public education events at Kaleida Health locations in Erie and Niagara counties	<p>2.a. Recruit guest speakers who are experts on cardiovascular disease and its risk factors and host Heart to Heart public education events.</p> <p>2.b. Promote events and send invites to HeartCaring® and Spirit of Women® members, and others to recruit attendees.</p>	Conduct 2-3 events annually in Erie and Niagara counties through 2018.	<p>Kaleida Health marketing department will provide leadership and staff support.</p> <p>Buffalo General Medical Center/Gates Vascular Institute, and physician groups including General Physician, PC will be a resource for physicians and other clinical providers to support the program and participate as guest speakers.</p>	Yes – events are open to all.
3. Provide outreach and chronic disease screening and education programs targeting Niagara County residents.	<p>3.a. Provide chronic disease screening and education targeting at risk populations at Niagara County community and/or business events annually. Include chronic disease and mental health educational materials</p> <p>3.b. Host Chronic Disease Self-Management Programs annually in partnership with the Niagara County Department of Health. Promote to patients at DeGraff and members of the DeGraff McLaughlin Center for Senior Wellness.</p>	Educate public in chronic disease identification and self-management through 4-5 community/business events annually and 1-2 Chronic Disease Self-Management Programs annually through 2018.	<p>Kaleida Health's DeGraff Memorial Hospital will provide leadership and staff support to implement initiatives.</p> <p>Niagara County Department of Health – provides the Chronic Disease Self-Management Program.</p>	Yes- events are open to all. Niagara County's mental health disparity is addressed through the inclusion of mental health educational materials at events.

## **Erie County**

**NYS Prevention Agenda Priority/Focus Area/Goal:** Promote Healthy Women, Infants and Children/Maternal and Infant Health/Increase the proportion of NYS Babies who are Breastfed

**Kaleida Health Goal:** Increase the rate of newborns who are exclusively breastfed from 2016 to 2108 to 80% and work to achieve BabyFriendly USA® hospital designation at Women and Children's Hospital of Buffalo and Millard Fillmore Suburban Hospital to improve the health and wellness of mothers and children.

**Disparity:** Women/infants including medically underserved

**DSRIP MCC PPS Project Alignment:** Project 3.f.i. – Increase support programs for Maternal and Child Health to reduce avoidable poor pregnancy outcomes and subsequent hospitalization as well as improve maternal and child health throughout the first two years of the child's life. This Kaleida Health breastfeeding initiative supports the improvement of both mother and child health and wellness.

<b>Outcome Objective</b>	<b>Interventions/ Strategies/ Activities - ongoing 2016-2018</b>	<b>Process Measures</b>	<b>Resources – Kaleida Health and Partners</b>	<b>Will action address disparity</b>
1. Implement evidence-based breastfeeding promotion and education initiatives at Women & Children's Hospital (WCHOB) of Buffalo and Millard Fillmore Suburban Hospital (MFSH) to increase "exclusive" breastfeeding rates and work to achieve BabyFriendly USA® designation at each hospital.	<p>1.a. WCHOB and MFSH labor and delivery, neonatal intensive care unit (NICU), nursery and postpartum units will continue to provide the Breastfeeding Bill of Rights for inpatients, foster skin-to-skin contact within the golden hour, offer rooming in, limit access to formula, and have trained lactation support to foster successful breastfeeding.</p> <p>1.b. Continue policy at WCHOB and MFSH to provide formula only upon request, and to not provide free formula or giveaways from formula vendors. Breast milk warmers and individualized breast milk refrigerators are provided in patient rooms in the NICU at both hospitals.</p> <p>1.c. Increase collaboration and the sharing of resources between WCHOB and MFSH with regular meetings of key staff and leadership. Their role is to evaluate, identify, implement, and monitor breastfeeding initiatives and to track data to assure improvements in "exclusive" breastfeeding rates.</p>	Implement breastfeeding initiatives in through 2018 to Increase current 2016 baseline of exclusive breastfeeding rates from 39% at WCHOB and 60% at MFSH to reach 80% and work to achieve BabyFriendly USA® designation at each hospital by end of 2018.	<p>WCHOB and MFSH - provide leadership and staff support.</p> <p>WCHOB OB-GYN Centers – provide breastfeeding education and promotion activities.</p> <p>EMPower Initiative - provide technical support and educational resources to WCHOB and MFSH to enhance maternity care practices in support of BabyFriendly</p>	<p>Yes</p> <p>68.85% of inpatient discharges, ED visits, outpatient visits at WCHOB and 11.8% at MFSH are reimbursed by Medicaid. (Kaleida Health EPSI, FY2015)</p> <p>In 2015, 73% of patient visits at WCHOB's OB-GYN Centers were reimbursed by Medicaid. Approximately 95% of clinic patients also</p>

	<p>1.d. Continue to utilize the HealthyX2 patient education materials as developed by the Healthy Start, Healthy Future for All Coalition for labor &amp; delivery patients at WCHOB and MFSH and for OB patients at WCHOB's five OB-GYN Centers. Develop a new patient-centered breastfeeding brochure in multi-languages based on HealthyX2 materials.</p> <p>1.e. Clinical Educators at WCHOB and MFSH will provide the remaining three modules of a 20 hour/5 module course in breastfeeding practice and promotion to approximately 250 RN's at WCHOB and MFS. The training is modeled after The 10 Steps Curriculum – 4<sup>th</sup> Edition as provided by the Healthy Children Network.</p> <p>1.f. Clinical Educators at WCHOB and MFSH to offer a new online provider education module on breastfeeding practice and promotion to OB and Pediatric providers.</p> <p>1.g. "Rooming In" will become a part of practice at both WCHOB and MFSH with the goal to increase skin-to-skin contact and interaction between mother and baby to promote breastfeeding. It will be supported by nurse education and increased nurse to patient ratios. New EMR upgrades will be utilized to track "rooming-in".</p> <p>1.h. Implement a new Cerner Prenatal Package to track breastfeeding education provided at pre-natal visits at WCHOB's five OB-GYN Centers.</p> <p>1.i. Set up Baby Cafes at new West Side location of Buffalo's Elmwood OB-GYN and Hodge Pediatrics. Approximately 2,000 moms/year from Elmwood OB-GYN deliver at WCHOB.</p> <p>1.j. Continue to identify and refer at risk moms at WCHOB and MFSH for home case management and breastfeeding support through Buffalo Prenatal and Perinatal Network and Maternal Infant Community Health Collaborative.</p>		<p>USA© designation.</p> <p>Healthy Start, Healthy Future for All Coalition, facilitated by the United Way of Buffalo and Erie County – provides a vehicle for community collaboration in support of breastfeeding initiatives.</p> <p>Buffalo Prenatal and Perinatal Network (BPPN) and Maternal Infant Community Health Collaborative – Referral resources for home case management for at risk moms to assure breastfeeding continuation.</p> <p>General Physicians PC (GPPC) – WCHOB to offer childbirth education program including breastfeeding at GPPC practices.</p>	<p>deliver primarily at WCHOB and some at MFSH.</p>
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## **Niagara County**

**NYS Prevention Agenda Priority/Focus Area/Goal:** Promote Mental Health and Prevent Substance Abuse/Promote Mental, Emotional, and Behavioral Well-Being/Strengthen Infrastructure

**Kaleida Health Goal:** Increase the mental, emotional, and behavioral health including substance abuse referral resources available for providers and patients at DeGraff Memorial Hospital in Niagara County from 2016 to 2018.

**Disparity:** Mental health population

**DSRIP MCC PPS Project Alignment:** Project 4.a.i. – Promote mental, emotional and behavioral well-being in communities.

<b>Outcome Objective</b>	<b>Interventions/ Strategies/ Activities – ongoing 2016-2018</b>	<b>Process Measures</b>	<b>Resources – Kaleida Health and Partners</b>	<b>Will action address disparity</b>
1.Promote mental, emotional and behavioral health through provider awareness and knowledge of mental health conditions and substance abuse; and available referral resources.	1.a. Identify available community mental health and substance abuse resources and create a referral database for use by DeGraff emergency room and discharge planning staff. Educate staff in its use.  1.b. Develop partnerships with community mental health and substance abuse agencies and host 3-4 agency-specific, interactive mini-workshops annually for DeGraff staff.  1.c Host 2-3 Mental Health First Aid Certification classes annually for staff and others through the P2 Collaborative of WNY.  1.d. Provide mental health educational materials at health fairs and community events in which DeGraff is a participant.	Increase awareness and knowledge of 15% of DeGraff staff in mental health conditions and substance abuse; and available referral resources through 2018.	Kaleida Health's DeGraff Memorial Hospital will provide leadership and staff support to implement initiatives.  P2 Collaborative of WNY – through a grant, funds the cost of the evidence-based Mental Health First Aid Certification classes.	Yes – addresses needs of mental health population

## Monitoring Plan and Partner Engagement

Implementation of each of the Erie County and Niagara County goals, objectives, activities, and outcomes identified in the above work plan as well as tracking progress and making any mid-course corrections is the responsibility of specific Kaleida Health clinical and site leaders. Community Service Plan staff will be responsible for reporting progress and results in annual Community Health Needs Assessment-Community Service Plan updates.

Kaleida Health will continue to participate as a partner in both the Erie County and Niagara County work groups to assess progress of the goals, objectives, activities and outcomes included in the Erie County and Niagara County plans, and make mid-course corrections as necessary. Both the Erie County and Niagara County work groups will meet quarterly throughout 2017 and 2018.

## Dissemination to the Public

This Kaleida Health 2016-2018 Community Health Needs Assessment-Community Service Plan is available to the public in the Community Health section of the Kaleida Health website [www.kaleidahealth.org](http://www.kaleidahealth.org) and specifically at the following link: <http://www.kaleidahealth.org/community/publications.asp>. A paper version of this plan is available upon request. Written comments on the plan are invited and a “comment link” is provided next to the plan found on the Kaleida Health website.

## Approval

The Kaleida Health Board of Directors approved this document on December 5, 2016.

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<sup>1</sup> 2015 Medstat Market Expert

<sup>2</sup> Kaleida Health, EPSI FY2015

<sup>3</sup> Kaleida Health, EPSI FY2015

<sup>4</sup> Kaleida Health, EPSI FY2015

<sup>5</sup> Kaleida Health, EPSI FY2015

<sup>6</sup> 2015Medstat Market Expert

<sup>7</sup> Wikipedia

<sup>8</sup> 2016 Medstat Market Expert

<sup>9</sup> US Census Quick Facts, 2014 American Community Survey, 2015 Population Estimates; 2016 Medstat Market Expert

<sup>10</sup> 2016 Medstat Market Expert

<sup>11</sup> 2016 Medstat Market Expert and US Census Quick Facts, 2014 American Community Survey, 2015 Population Estimates

<sup>12</sup> Wikipedia

<sup>13</sup> 2016 Medstat Market Expert

<sup>14</sup> US Census Bureau, 2014 American Community Survey, 2015 Current Population Survey

<sup>15</sup> US Census Bureau, 2014 American Community Survey, 2015 Current Population Survey

<sup>16</sup> Wikipedia

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<sup>17</sup> NYS 2014 Vital Statistics Data as of March 2016  
<sup>18</sup> NYS 2014 Vital Statistics Data as of March 2016  
<sup>19</sup> NYS 2014 Vital Statistics Data as of March 2016  
<sup>20</sup> Erie County Medical Examiner's Office 3-31-14  
<sup>21</sup> Erie County Medical Examiner's Office, closed case, reported 10/6/2016  
<sup>22</sup> NYS Prevention Agenda Dashboard  
<sup>23</sup> 2013-2014 NYS Expanded Behavioral Risk Factor Surveillance System  
<sup>24</sup> 2013-2014 NYS Expanded Behavioral Risk Factor Surveillance System  
<sup>25</sup> NYS Prevention Agenda Dashboard  
<sup>26</sup> NYS Prevention Agenda Dashboard  
<sup>27</sup> NYS Prevention Agenda Dashboard  
<sup>28</sup> 2013-2014 NYS Expanded Behavioral Risk Factor Surveillance System  
<sup>29</sup> 2013-2014 NYS Expanded Behavioral Risk Factor Surveillance System  
<sup>30</sup> NYS Prevention Agenda Dashboard  
<sup>31</sup> NYS Prevention Agenda Dashboard  
<sup>32</sup> NYS SPARCS, 2012-2014  
<sup>33</sup> NYS SPARCS, 2012-2014  
<sup>34</sup> NYS SPARCS, 2012-2014  
<sup>35</sup> NYS eBRFSS 2013-2014 Health Indicators  
<sup>36</sup> Kaleida Health – EPSI FY2015  
<sup>37</sup> US Census Bureau, 2014 American Community Survey, 2015 Current Population Survey  
<sup>38</sup> 2016 Medstat Market Expert and US Census Quick Facts, 2014 American Community Survey, 2015 Population Estimates  
<sup>39</sup> Kaleida Health EPSi FY2015  
<sup>40</sup> NYS Department of Health  
<sup>41</sup> NYS Department of Health  
<sup>42</sup> 2012-2014 NYS Vital Statistics data as of April, 2016  
<sup>43</sup> 2012-2014 NYS Vital Statistics data as of April, 2016  
<sup>44</sup> 2012-2014 NYS Vital Statistics data as of April, 2016  
<sup>45</sup> US Census Bureau, 2014 American Community Survey, 2015 Current Population Survey  
<sup>46</sup> Kaleida Health EPSi FY2015  
<sup>47</sup> Bureau of Biometry and Health Statistics, NYS Department of Health, 2010  
<sup>48</sup> NYS Prevention Agenda Dashboard  
<sup>49</sup> NYS Prevention Agenda Dashboard  
<sup>50</sup> NYS Prevention Agenda Dashboard  
<sup>51</sup> 2012-2014 NYS SPARCS Data as of February, 2016, NYS Department of Health  
<sup>52</sup> Erie County Medical Examiner's Office, closed case, reported 10/6/2016  
<sup>53</sup> 2012-2014 NYS SPARCS Data as of February, 2016, NYS Department of Health



Kaleida Health

*Because we see people, not just patients.*