

2007 Hospital Community Service Plan

Second Year Implementation Report



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Elizabethtown Community Hospital
2007 Community Service Plan
Implementation Report

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I. Mission and Vision

Elizabethtown Community Hospital (ECH), which first opened in 1926, is a 25-bed Critical Access Hospital located in Essex County, New York, part of the Adirondack region. The Hospital has a network of primary clinics at Elizabethtown and Westport, New York, and maintains a 24-hour emergency room and a large variety of specialty clinics staffed by physician assistants and board-certified physicians.

The mission of the Elizabethtown Community Hospital, as a primary care facility, is to provide quality care that is responsive to the changing needs of the community and promote a high level of wellness and health awareness within the community. Our vision is:

- To create an easy access for entry into the health care system;
- To strive for excellence in the delivery of service to our patients and community;
- To encourage active patient and family participation in their health care;
- To serve the needs of the community through interaction and cultivate our role as a responsive community resource;
- To provide a work environment which encourages professional growth, fosters a spirit of cooperation, recognizes personal and professional contributions, and draws ideas and leadership from every part of the organization.

During the first quarter of 2007 the Board of Directors, together with administration and staff, will be evaluating the mission and vision of the Hospital to ensure that they are current with the needs of the community and the goals for the facility. Once the evaluation and revision process is complete, we feel confident that we will have a mission and vision that properly reflect our goals.

Elizabethtown Community Hospital is accredited by the Joint Commission on the Accreditation of Health Care Organizations and is licensed and certified by the New York State Department of Health and the Center for Medicare and Medicaid Services. The Hospital is a member of the Hospital Association of New York State, the Iroquois Health Care Consortium and the Eastern Adirondack Healthcare Network.

II. Services Provided by ECH

Elizabethtown Community Hospital is located in a rural area isolated by large mountains and a lack of cell phone coverage. Its presence is essential to the community and to travelers along Interstate 87 as demonstrated this past August when a Greyhound Bus overturned, injuring 33 and killing 5 of the 44 passengers onboard. ECH staff was on scene to help triage patients and thirteen of those injured were treated at Elizabethtown.

Along with essential emergency medical treatment, ECH provides a long list of primary care services. Following is a list of services and usage rates provided in 2006.

- 25-bed Inpatient Unit, providing acute, sub-acute, and extended care – 665 patients, 17.5% more than in 2005
- 24-hour Emergency Room, which treated 4,347 patients in 2006
- Radiology – 7,567 total exams in 2006
 - CT scanning
 - Diagnostic radiography
 - Mammography, certified by the Food & Drug Administration and accredited by the American College of Radiology
 - Echocardiography
 - Bone Densitometry
 - Ultrasound, including general, vascular, OB, and small parts
 - Fluoro cases
- Physical Therapy – 24,056 total treatments in 2006, a 35% increase from 2005
Inpatient and outpatient services include:
 - Manual therapy
 - Lymphedema
 - Light/laser therapy
 - Therapeutic exercise
 - Cardiovascular equipment
 - Spinal decompression
 - Acute and sub-acute inpatient rehabilitation
 - Myofascial release
 - Craniosacral therapy
- Clinical Laboratory Services certified by the New York State Department of Health Clinical Laboratory Evaluation Program – 65,275 laboratory tests in 2006
- Pharmacy Services
- Dietitian Services
- Respiratory Therapy
- Health Centers in Elizabethtown and Westport – 14,000 visits in 2006
- Veterans Administration Clinic – over 3,000 visits
- Kidney Dialysis Unit, in coordination with CVPH Medical Center

Specialty clinics are provided on an outpatient basis. There were 3,008 visits in 2006, a 7.5% increase in usage as compared to last year. Clinics include:

- Cardiology
- Gastroenterology
- Nephrology
- Neurology
- OB/GYN
- Oncology
- Ophthalmology
- Orthopedics
- Podiatry
- Pulmonology & Sleep Medicine
- Surgery
- Urology
- Vascular Surgery

III. Public Participation for Processing Notice

Each year, Elizabethtown Community Hospital solicits the views of community members to gain their thoughts as to the state of health care in their community and to gain feedback regarding the services that are provided by ECH. Throughout 2006 a variety of methods were used to communicate with the communities served by the hospital.

- Administrator, Rod Boula, attended town board meetings throughout Essex County in an effort to update town leaders and community members on the state of the hospital and its plans for the future and to address any questions.
- The Administrator met with emergency service providers, including EMS and fire departments within the hospital service area to encourage open communications and a good working relationship. Fourteen percent of patients are brought in to the ER via ambulance.
- Elizabethtown-Westport Kiwanis Club was updated on plans for the Hospital's future.
- Patient satisfaction surveys are conducted for each department on a continual basis. Patients receive a survey in the mail after using an outpatient service or being discharged as an inpatient. A total of 794 surveys were returned in 2006.
- Each year, the Community Service Plan is posted on the hospital's website www.ech.org
- The ECH Board of Directors is composed of community residents who are representatives of either a specific community and/or organization, including the Essex County Office for the Aging, Town of Elizabethtown Supervisors Office, and Essex County Mental Health. A Planning Committee, made up of members of the Board of Directors, identifies gaps in services and develops goals to fill these needs.

IV. Needs Assessment

The needs assessment that was reported in the 2005 Comprehensive Report showed a high priority in:

- Emergency care
- Specialty clinics
- Diabetic care
- Oncology
- CT scanning

Additionally, respondents to the surveys were asked to list the services they felt the area was lacking. Several answers were given, some echoing those listed as a high priority, including CT scanning, oncology and chemotherapy. Others included

- Dermatology
- Cardiac rehabilitation
- MRI
- Eye care
- Maternity
- Acute care services
- A need for diabetes education

V. Strategic Plan

Strategic plans for Elizabethtown Community Hospital are developed based on information that is obtained through the needs assessment and community feedback. Each year, administration and board members bring their knowledge and experience together to set appropriate plans. Based on the needs assessment in 2005, several plans were put into action achieving the following milestones during 2006:

- CT scanning services are in full swing. Prior to ECH offering this type of exam, residents had to drive a minimum 1½ hours round-trip. It is a tremendous asset to the community and the hospital, providing great convenience for our patients. The department is now averaging 100 exams per month.
- 2006 was a busy and successful year for the Radiology Department. Not only did they successfully implement a CT program, but also they made the leap from a film-based setup to a high-tech digital system with both Fuji's Computed Radiography (CR) solution and Fuji's Picture Archiving and Communication System (PACS). CR has enabled radiology technologists to take digital x-rays of patients. PACS allows the department to store, retrieve, and transmit the digital images generated by CR, CT, and digital ultrasound. Through a secure web portal, Radiologists use ECH's PACS solution to read images and diagnose patients from virtually anywhere. This project was a necessary step toward the national goal of a complete electronic health record and has significantly reduced the waiting period for images and studies to be read.
- The Carrier Project was completed at the end of 2006. This project focused on increased efficiencies including the installation of new HVAC equipment, a boiler system and lighting replacement. It also included relocating pieces of equipment to the new mechanical room. This project has made the hospital fully self-sufficient and will bring an energy cost savings of over \$43,000 per year.
- A renovation and expansion project for the hospital has been in the planning stages since 2001. The architectural group, Morris Switzer, has been working with ECH to finalize a plan that will expand and reconfigure the Emergency Room, add a new front entrance and waiting area, enlarge and redesign spaces to allow for chemotherapy and cardiac rehabilitation services, allow for better patient flow and provide staff with more work space. Additionally, the project provides room for mobile units such as mobile nuclear medicine, magnetic resonance imaging (MRI) and positron emission tomography (PET) scans, which aid in cancer detection, to come on a monthly or as needed basis.

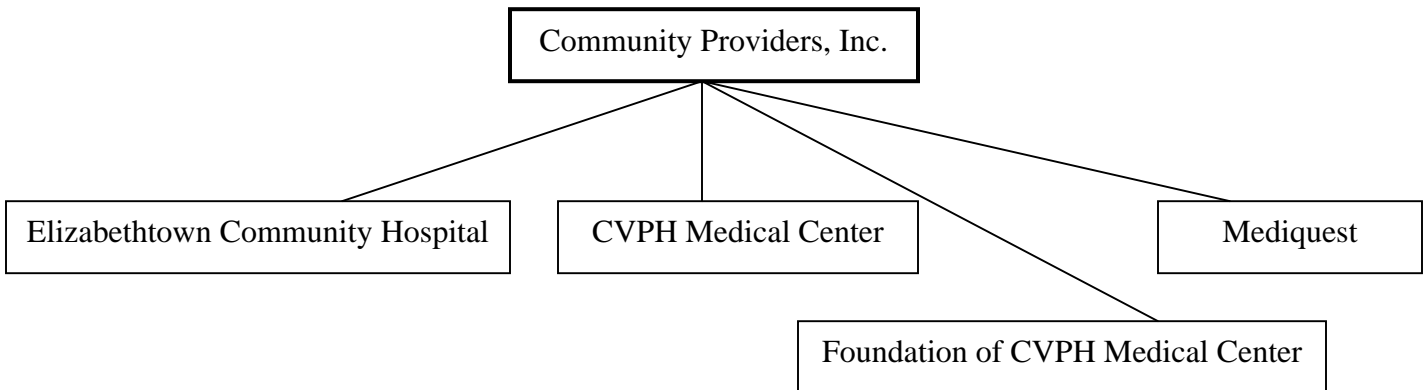
The Board of Directors and Administration filed a certificate of need with the State of New York in July 2006, receiving approval for the construction project in November. Construction on the ER is slated to start at the beginning of July 2007.

- A diabetes support group specifically for Essex County residents began at the end of 2005. The group met monthly throughout 2006 and held a health fair in November, getting several participants from the community and offering free information and materials.

VI. Corporate Structure

Elizabethtown Community Hospital is a 501c3 not-for-profit corporation located at 75 Park Street in Elizabethtown, New York, in Essex County, part of the Adirondack region. ECH is a 25-bed Critical Access Hospital, which employs 160 staff, and in 2006, treated 665 inpatients (a 17% increase over 2005) and nearly 4,400 emergency room patients (similar to 2005 numbers). The Hospital has a network of primary clinics in Elizabethtown and Westport, New York. The Hospital maintains a 24-hour emergency room and a large variety of specialty clinics staffed by Board Certified physicians.

The parent holding company of Elizabethtown Community Hospital is Community Providers, Inc. (CPI), a not-for-profit corporation that focuses on health issues of a broader, more global nature than the Hospital, looking at delivery systems for our region and the various health-related needs that segments of the North Country community may have. CPI's other subsidiaries include CVPH Medical Center, a not-for-profit facility in Plattsburgh, New York; the Foundation of CVPH Medical Center, the not-for-profit philanthropic arm of CVPH Medical Center; and Mediquest, a for-profit subsidiary, which includes physician billing service, property, and real estate management. EMT of CVPH, a regional ambulance service, falls under the Mediquest umbrella.



VII. Financial Statements

**Community Service Plan
Hospital Financial Statement for Report Year 2006
Elizabethtown Community Hospital
*Unaudited***

I. Revenue

Patient Service Revenue \$ 11,296,541

Other Operating Revenue \$ 48,054

Revenue (subtotal) \$ 11,344,595

II. **Grants** \$ 166,779

Non operating gain \$ 202,326

Total Revenue (includes I & II) \$ 11,713,700

III. Expenses

Salaries and Benefits \$ 5,995,097

Supplies and Other Expenses \$ 3,947,778

Depreciation and Interests \$ 802,822

Total Expenses \$ 10,745,697

IV. **Bad Debt/Uncompensated Care** \$ 307,512

V. **Charity Care**

Free Care \$ 117,785

Community Benefits *See page 10*

Total Charity Care \$ 117,785

VI. **Assets** \$ 10,869,538

VII. **Liabilities and Fund Balances** \$ 10,869,538

VIII. **Capital-Equipment** \$ 1,631,799

IX. **Land** \$ 48,341

X. **Buildings & Improvement/Construction** \$ 3,883,951

**Community Service Plan
Hospital Financial Statement for Report Year 2006
Elizabethtown Community Hospital
*Unaudited***

Summary Financial Statement

I. Total Revenue	\$ 11,713,701
III. Total Expenses	\$ 10,745,697
V. Charity Care	\$ 117,785
IV. Bad Debt/Uncompensated Care	\$ 307,512

VIII. Community Benefits

Throughout 2006, Elizabethtown Community Hospital provided a plethora of services to residents of the community, free of charge.

- In February, the annual Healthy Heart Day co-sponsored by the Hospital Auxiliary drew in 75 participants who received free education about heart health, were provided a forum to ask questions and speak directly with medical professionals, learned simple exercises good for the cardiovascular system, and received blood pressure, cholesterol and glucose screenings. Participants were also able to donate blood. This was one of the most successful blood drives at ECH, with 25 donors.
- In September, the Hunter's Screening was an opportunity for hunters and their families to not only learn various safety techniques while hunting, but to also have a full health assessment including blood pressure, cholesterol and glucose screenings, vision checks, BMI ratings and an EKG. There were 30 participants this past year.
- Organizational groups like the local Girl Scouts Troop, Narcotics Anonymous, and a local investment club use hospital space to hold their regular meetings.
- The Hospital's telecommunications equipment is made available to various organizations, including the Essex County Department of Health, for their use.
- Hospital employees participate in local activities such as annual parades, town celebrations, and health fairs on behalf of the Hospital.
- Tours of the Hospital are given to elementary classes to teach children what a hospital looks like and how it works to help lessen their fears of a health care setting. Staffs also hold teddy bear clinics to show how that person or "bear" would be treated if they got hurt.

In addition, the institution contributes to a variety of community service initiatives.

- Provides training to staff and emergency medical technicians for advanced life support at the Hospital.
- Sponsors a monthly Essex County Diabetes Support Group meeting.
- Provides CPR training to all employees and to members of the community.
- Lends space to the North Country Regional Blood Donor Center for blood drives.
- Staff participates in an arthritis/fibromyalgia support group and education class with the Eastern Adirondack Health Care Network.
- Free blood pressure checks and health information are offered at the Essex County Fair