



LAWRENCE HOSPITAL  
C E N T E R

**The 2011**

**Lawrence Hospital Center**

**Community Service Plan**

Lawrence Hospital Center

CSP

## **Executive Summary**

Lawrence Hospital Center (LHC), located in the heart of southern Westchester County, New York, has spent the last three years addressing the New York State Department of Health's Prevention Agenda. Together, with the Westchester County Department of Health, the Open Door Family Medical Centers and its sister hospitals in the Stellaris Health Network, Lawrence has worked diligently to implement and monitor new community programming designed to create a healthier New York. Specifically, Lawrence Hospital Center and its partners have been working to reduce sodium intake and finding ways to encourage exercise amongst those they serve. In the following Community Service Plan (CSP), we will provide you with a review and update of the original plan submitted to the Department of Health in 2009.

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### **Lawrence Hospital Center Fact Sheet**

Lawrence Hospital Center  
55 Palmer Avenue  
Bronxville, New York 10708  
Main Telephone: 914-787-1000  
Website: [www.lawrencehealth.org](http://www.lawrencehealth.org)

#### **Offsite Facilities:**

Lawrence Medical Associates (LMA)  
685 White Plains Road  
Eastchester, NY 10709  
914-787-4100  
Website: [www.lawrencemed.com](http://www.lawrencemed.com)

LMA (Internal Medicine)  
77 Pondfield Road  
Bronxville, NY 10708  
914-337-4986

LMA (Oncology / Hematology)  
77 Pondfield Road  
Bronxville, NY 10708  
(914) 793-1500

LMA (Additional Offices)  
One Pondfield Road West  
Bronxville, NY 10708  
(914) 961-3421

LMA (Additional Offices)  
127 East Lincoln Avenue  
Mt Vernon, NY 10552  
(914) 668-5944

Lawrence Hospital Center Patient Service Center  
700 White Plains Road, Suite 15  
Scarsdale, New York 10583  
Main Telephone: 914-725-3472

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Lawrence Hospital Center Patient Service Center  
The Gramatan Building  
77 Pondfield Road  
Bronxville, New York 10708  
Main Telephone: 914-337-4564

Physical Medicine and Rehabilitation  
700 White Plains Road  
Scarsdale, New York 10583  
Main Telephone: 914723-1642

Physical Medicine and Rehabilitation  
329 White Plains Road  
Eastchester, New York 10709  
Main Telephone: 914-787-3370

### **Community Based Services:**

Lawrence Community Health Services provides vital services in the community, including home health care, hospice and palliative care and bereavement services. The offices are located at 69 Main St. in Tuckahoe, NY and information can be obtained by calling 914-961-2818.

- Lawrence Home Care of Westchester, [www.lawrencehomecare.org](http://www.lawrencehomecare.org)
- Jansen Hospice and Palliative Care, [www.jansenhospice.org](http://www.jansenhospice.org)
- The Bereavement Center of Westchester, [www.thebereavementcenter.org](http://www.thebereavementcenter.org)

### **An Overview**

Lawrence Hospital Center is two years removed from its proud observance of its 100th anniversary in 2009. Since opening its doors in May 1909, Lawrence has grown into a 291 bed acute care facility with a strong history of leadership in healthcare and local medical excellence.

Located in Bronxville, in southern Westchester County, New York, Lawrence Hospital Center is recognized for its professional excellence in Cardiology, Obstetrics, Orthopedics, and Oncology. With more than 450 physicians of which 88% are board certified, Lawrence Hospital Center's doctors provide expertise in virtually every area of medical specialty.

In order to effectively respond to the needs of our growing community, Lawrence Hospital Center has been renovating and redesigning many of its facilities. One of its most ambitious plans involves a multi-million dollar hospital expansion project which the

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hospital hopes to break ground for in 2012. The project will add new state-of-art Operating Rooms and a comprehensive Cancer Center.

Last year, Lawrence unveiled a modern and patient-friendly main hospital lobby. It is complete with new furnishings, artwork, restroom facilities and a multi-purpose conference room. Additionally, Lawrence has made capital improvements to its Emergency Department Plaza and the hospital's main entrance to provide even safer and more expanded access for patients and visitors alike. Further, the hospital in 2008, opened a state-of-the-art Maternity Center; redesigned and expanded its Emergency Department; and completed a renovation of its cafeteria, the Courtyard Café that not only serves in-patients and staff, but, is a popular destination for area seniors to gather and dine.

### **Important Accreditations**

Lawrence Hospital Center achieved Stage 6 designation of the HIMSS Analytics Electronic Medical Record (EMR) Adoption Model. HIMSS Analytics devised the model to track progress at hospitals and health systems towards creating a paperless patient record environment. HIMSS Analytics is a wholly-owned, not-for-profit subsidiary of the Healthcare Information and Management Systems Society (HIMSS). Lawrence is one of only 30 hospitals nationwide to have achieved Stage 6 designation from HIMSS analytics.

The American Society for Gastrointestinal Endoscopy (ASGE) has awarded Lawrence Hospital Center with its Certificate of Recognition. The distinction honors endoscopy units that are "committed to the highest standards of safety and quality" and follows ASGE guidelines.

The bariatric surgery center at Lawrence Hospital has been accredited as a Level 1b Center of Excellence by the Bariatric Surgery Center Network (BSCN) Accreditation Program of the American College of Surgeons (ACS). This designation means that Lawrence has met the essential criteria that ensure it is fully capable of supporting a bariatric surgery care program and that its institutional performance meets the requirements outlined by the ACS BSCN Accreditation Program.

The American College of Radiology has designated Lawrence Hospital Center as a Breast Imaging Center of Excellence

New York State Department of Health designated Stroke Center.

Lawrence's laboratory is accredited by the College of American Pathologists.

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Cancer Care program is accredited by the American College of Surgeons with Commendation.

Lawrence Hospital Center's Cardiology Program includes an accredited Echocardiographic Laboratory by the Intersocietal Commission for the Accreditation of Echocardiographic Laboratories.

Lawrence is accredited by The Joint Commission.

Fully licensed by the New York State Department of Health.

Lawrence Hospital Center is a member of the New York Presbyterian Healthcare System, and StellarisHealth Network

### **Mission Statement for Lawrence Hospital Center**

Our mission is the foundation of all of our decisions. It guides what we do. It must be known, owned and energized by all. The Lawrence Hospital Center mission is to provide caring, high quality, fiscally responsible healthcare services that meet the needs and expectations of the communities we serve. We will distinguish ourselves by our commitment to our values, promoting an environment where:

- Patients are treated as family
- Members of the community have confidence they will find hope and healing
- Physicians experience an efficient and cooperative atmosphere focused on excellence in patient care
- Staff who share our values are attracted and retained

### **Vision**

Our vision to be the model for community hospitals is supported by four pillars of excellence:

- Clinical Quality
- Service Excellence
- Facilities and Technology
- Financial Viability

### **Core Values**

Our Core values guide how we act toward each other and how we care for our patients. They must be accepted and enthusiastically practiced every day.

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**Respect**

Treating patients we serve and those with whom we work with compassion, demonstrating a high regard for the dignity and worth of each person.

**Quality**

Continuous improvement through innovation and a commitment to recognized standards of excellence.

**Integrity**

Honesty and straight forwardness in all relationships.

**Teamwork**

Enthusiastic cooperation focused on accountability, mutual support and common goals.

**Changes to the Mission Statement**

There have been no changes to the Lawrence Hospital Center Mission Statement. In 2010, the Lawrence Hospital Center Board of Governors Strategic Planning Committee attended a retreat where it reaffirmed the hospital's mission.

**Hospital Service Area**

The Lawrence Hospital Center (LHC) service areas were determined about nine (9) years ago during a planning process initiated by a new administration. Working with a consultant (Jennings, Ryan & Kolb), the top zip code areas for inpatient services were identified. The service area was analyzed for a variety of patient categories (e.g., OB, surgery). The distinction between primary and secondary service areas was based on the volume, geography, and other criteria (e.g., roadways, natural barrier). Since the original analysis, LHC has tracked changes in the service areas. However, as of this time, there have not been any significant material changes to the service areas that warrant modifying the zip code areas. (See Attachment A).

**Participants and Hospital Role**

At the urging of the New York State Department of Health, in 2009, Lawrence Hospital Center began working with a large consortium of health care providers to begin tackling the New York State Prevention Agenda. Following the submission of the 2009 CSP, Lawrence's collaboration continued with a smaller group of providers. These included members of the Stellaris Health Network of which Lawrence is a member. They are

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White Plains Hospital Center in White Plains, Northern Westchester Hospital in Mount Kisco and Phelps Memorial Hospital located in Tarrytown. Additionally, Lawrence worked with representatives from Open Door Family Medical Centers based in Ossining, New York. Individuals from these organizations met three times at Stellaris Network Headquarters in 2010 in Armonk, New York and participated in telephone and email communication at other times during the year. Further, Lawrence Hospital Center continued to work with the Westchester County Department of Health in a more limited role. Primarily, Lawrence discussed data collection and process questions with the County by way of telephone calls and email.

At the outset in early 2009, Lawrence Hospital Center participated in a collaborative effort to select and then actively address two significant healthcare issues facing New Yorkers. The process began with meetings between Lawrence Hospital Center, the Westchester County Department of Health and representatives from other Westchester County based hospitals and healthcare agencies in early 2009. During the initial meeting on January 29, 2009, this health care consortium reviewed data provided by the Westchester County Department of Health (See Attachment B). The Behavioral Risk Factors Surveillance Survey data was gathered during telephone surveys of residents of Westchester County in 2003 and 2005.

Lawrence Hospital Center continued its collaboration in 2009 with the Westchester County Department of Health in its efforts to develop even richer data. By way of a Heal NY 9 grant, Lawrence assisted Westchester County in the facilitation of a 2009 survey. On June 30, 2009, two Health Department employees conducted the survey inside the Lawrence Hospital Center lobby.

This survey was part of a seven-county local health department collaborative planning effort aimed at promoting healthy communities by identifying community health care needs and examining how the health care delivery system may be aligned to serve those needs. The project was funded through the Healthcare Efficiency and Affordability Law for New Yorkers 9, (HEAL NY 9), which includes the counties of Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester. Results from the survey will be used by the health departments to assess ways for increasing access to care and improving health care services for the residents in our communities.

The Heal NY 9 survey measured three core areas: access to care, chronic disease and prenatal care. Its results will be used to help our partners better design strategies for tackling the New York Prevention Agenda. One of the more significant findings noted in the report showed that almost all providers (15 out of 16) identified diabetes as one of the top three chronic health issues affecting the patients they serve, with seven providers identifying diabetes as the top chronic health problem. While asthma was the second highest ranked chronic problem facing patients served by the respondents, obesity was the second most frequently selected chronic problem regardless of ranking.

Additionally, on June 7, 2009, during our 100<sup>th</sup> birthday party, Lawrence Hospital Center staff passed out its own survey in an attempt to measure sodium consumption and the amount of exercise guests engaged in. Also, volunteers from our Food Services department conducted the same survey in our cafeteria and lobby in July and August. Two of the more telling findings from this survey showed that nearly half of our respondents believed they were at least 25 pounds overweight. And, nearly two-thirds tend to eat out at least three times a week. In 2010, the Food Services department continued to informally survey in-patients about the amount of exercise they engage in and how much sodium they ingest.

### **Identification of Public Health Priorities**

In January 2009, Lawrence Hospital Center, Westchester County Department of Health and representatives from the other Westchester County hospitals and healthcare agencies discussed which of the prevention initiatives would best address chronic diseases and health conditions like diabetes, heart disease, obesity and stroke. As a result of this collaborative effort, the group chose to embrace and work on the following New York Prevention Agenda items; reducing sodium intake and increasing exercise.

At subsequent meetings located at the Westchester County Department of Health on April 3<sup>rd</sup>, May 20<sup>th</sup> and June 1<sup>st</sup>, the group continued to work collaboratively to identify best practices and strategies for how to effectively address these prevention initiatives.

The Stellaris Hospital Network agreed to pool resources, share best practices and strategies for reducing sodium intake and encouraging people to exercise more. Representatives from each of these hospitals also met on February 2nd, March 11th, April 16<sup>th</sup> and June 11<sup>th</sup> to develop ways to more effectively address these initiatives at Stellaris headquarters in Armonk, New York.

In 2010, Lawrence Hospital Center and the other members of Stellaris and Open Door Family Medical Centers met four times. In 2011, the group again met at Stellaris Headquarters on January 14, 2011 and April 14, 2011 to discuss prevention agenda initiatives, ways we could collaborate on special programs, and success and challenges along the way.

At one of those meetings, it was determined the group would hold a community outreach event during National Nutrition Month. On Wednesday, March 16, 2011, Lawrence Hospital Center and other consortium members each held a program that addressed lowering the amount of salt people ingest. Together, the group created and underwrote the cost of an advertisement which ran in the local daily, the Journal News. And, individually, each health care provider used other methods to promote the program. At Lawrence, its Dietary staff offered a Low Sodium Cooking Demonstration inside its

cafeteria. About three dozen employees and visitors stopped by the display to learn about ways to reduce sodium when they cook.

In June 2011, members of the consortium along with other health care providers from the county met to discuss the state's prevention agenda at a gathering hosted by the Westchester County Department of Health in White Plains, NY. The goal was to review best practices, identify challenges implementing our plans along with program successes and to learn about various efforts underway in the county to address the state's prevention agenda. A common concern from all of those providers present involved monitoring and measuring outcomes associated with each party's prevention agenda initiatives. Lawrence and its member consortium are scheduled to meet again following the submission of the 2011 CSP at Stellaris Headquarters in Armonk on Thursday, October 20, 2011.

### **Non-Prevention Priorities Considered in Assessment Process**

There are other non-prevention health initiatives that Lawrence Hospital Center has launched and endeavored to implement over the years. In May, the hospital hosts its annual Stroke Awareness Program. At this event, Lawrence clinicians provide free blood pressure and cholesterol screenings. Also, physicians provide information about stroke symptoms and treatment. Dietitians offer advice on nutrition and exercise. And, heart healthy foods are served free of charge.

Additionally, Lawrence holds a 'Go Red for Women Day' educational event in February. The program is designed to raise awareness about heart disease and encourage prevention. In 2011, Stephen Koch, MD, a board certified radiologist and Medical Director of Radiology at Lawrence, provided hospital employees and visitors with an interactive presentation about Low Dose Cardiac imaging studies. Utilizing this device, Dr. Koch explained how this new scanning device can potentially identify patients who are at risk for a heart attack. Additionally, hospital staff handed out heart healthy recipes and snacks, provided important diet and exercise information, and answered questions from visitors and staff who visited the cafeteria.

Every fall, Lawrence Hospital Center provides free flu shots to anyone 19 and older in three different communities – Bronxville, Eastchester and Tuckahoe. Lawrence advertises these flu shots to local groups, in community calendars in local newspapers, its website and in its external newsletter, Lifeline. Again, with the introduction of Facebook and Twitter in the Marketing Department's arsenal, Lawrence uses these tools to notify patients about upcoming outreach events like the community flu shot program, screenings and health lectures. During the 2010 / 2011 flu shot campaign, Lawrence clinicians vaccinated more than 900 residents. This number was down slightly from the 2009 / 2010 campaign which saw shots go to more than 1100 community members. In that year's effort, news reports about fears concerning H1N1 (Swine Flu) and the shortage of seasonal flu vaccine, triggered an unusually high demand for seasonal flu shots.

However, in 2010, there was an abundance of seasonal flu vaccine and several local pharmacies offered the vaccine for a nominal charge.

In September 2011, Lawrence gastroenterologist Jonathan Finegold, MD will offer a free talk on the dangers of acid reflux. In an effort to reach a larger audience, the hospital is hosting the lecture at a Yonkers Library. Dr. Finegold will discuss how if left untreated, acid reflux could lead to cancer and turn into a condition called Barrett's Esophagus. Multiple media channels have been used to spread the word to the public about the lecture.

Also, in observance of Prostate Cancer Awareness Month, Lawrence urologist, Lawrence Sigler, MD will be offering free prostate cancer screenings inside the Center for Advanced Surgery at Lawrence Hospital. Publicity for this community service has been sent to local churches, local publications, the hospital's website, Facebook and Twitter. This is the fourth straight year Lawrence has offered this important and potentially life-saving public service.

In October 2011, Lawrence will be hosting its first ever Arthritis Symposium. During previous outreach programs that introduce community members to The Joint Replacement Center at Lawrence Hospital, area residents have expressed a tremendous amount of interest in the treatment of arthritis. Consequently, Lawrence will hold an Arthritis Symposium on October 6<sup>th</sup> inside the hospital's Palmer Hall. Four Lawrence physicians representing different specialties will participate in a panel discussion about arthritis, its causes, symptoms and ways to treat it. The event is free and open to the public. Plus, Lawrence will provide free parking and refreshments. The Marketing Department will promote the event using various media including running an ad in the local newspaper.

Due to community demand, in November 2011, Lawrence will dedicate an entire hour to a discussion on Rheumatoid Arthritis at a Yonkers Library. David Lans, MD, a Lawrence Rheumatologist will be the featured speaker. The presentation is co-sponsored by the local chapter of the Arthritis Foundation. It is free and open to the general public. Lawrence and the Foundation will utilize multiple forms of media to promote this event to the community.

In September 2010, Lawrence radiologist Stephen Koch, MD offered a lecture about how to detect heart disease using the hospital's new Low Dose CT scanning device. The free talk was open to the public and held at the nearby Bronxville library. Additionally, Lawrence clinicians offered free blood pressure screenings. In October 2010, another radiologist provided an educational talk about uterine fibroids.

Also in October 2010 and 2011, two oncology nurses provide education and literature on how to prevent and treat breast cancer. Each year, they visit local businesses, schools and community groups to teach self breast examinations.

Throughout the year, the Maternity Department at Lawrence Hospital Center offers a free Breast feeding Support Group for new mothers. The monthly class is two hours long and on average sees anywhere from 10 to 15 moms for a yearly total of approximately 150 mothers. A certified Lactation Educator facilitates these classes. The goal of the program is to provide peer support for breast feeding moms and to develop a network of mothers who can discuss feeding, their newborns and other challenges inherent in establishing a new family or returning to the workplace.

Because of our wealth of medical resources, Lawrence Hospital Center often identifies and sends out physicians, nurses or therapists to provide free community presentations. These discussions are made to groups like the Senior Citizens of Bronxville, the Rotary Club, Riverdale and Tuckahoe Senior Citizens Services, The Senior Center at Lake Isle, the Riverdale Senior Center in the Bronx, Yonkers Office for the Aging, the Bronxville School, and the Methodist Home for Nursing and Rehabilitation in the Bronx. They cover a multitude of health issues like fall prevention, joint health, lowering sodium in your diet, medication management, and how to fight obesity.

In response to the needs of the growing senior population, Lawrence will host its third annual Senior Health Fair on Tuesday, November 8, 2011. The free public service event will be co-sponsored by Bronxville Senior Citizens Services. Lawrence clinicians will provide blood pressure and cholesterol screenings, fall prevention information, joint disease and surgical options, diet and nutrition advice, health tips for the elderly and flu shots.

Additionally, Lawrence utilizes local media outlets to promote community wellness. Several clinicians have appeared on The Daily Bronxville, WVOX-AM Radio, the Journal News, among others, to talk about medical issues including joint health, surviving cancer and how to eat healthier. In the fall of 2011, the hospital plans to launch a weekly health column on Bronxville Patch.com. This column will provide seasonal and practical health information to residents of Westchester County – including information about how to manage or prevent diabetes, ways to protect your joints, and other topics will be discussed. Additionally, Lawrence Hospital Center is looking into the possibility of identifying physicians to blog on Bronxville Patch about current health issues.

Also, the hospital provides the latest health news and information on its website via its medical library – Lawrence HealthSource. It is a free service and is promoted in various external marketing materials. Plus, Lawrence Hospital Center publishes quarterly health news in its external newsletter, Lifeline which is sent to 33,000 readers. In it, the hospital provides educational information to readers about ways to stay healthy and fit. Lastly, the

hospital has developed a new vehicle to promote health and wellness. It is *The Joint Connection* – a newsletter designed to educate readers about joint and bone health. *The Joint Connection* will be mailed to 11,000 readers in Southern Westchester County and the Bronx beginning in the fall of 2011. The publication will be sent out twice a year.

### **Update on the Plan of Action**

At Lawrence Hospital Center, we had chosen to focus our initial efforts on our more than 1000 employees. This, however did not preclude us from spearheading and implementing other programming that would target the community at large. The verdict is still out as to how well we have managed to initiate and track the strategies that were outlined in the 2010 Community Service Plan. While Lawrence continues to provide programs that reach beyond the hospital walls, our employees continue to be a group that we find is in equal need of some of our very own services.

Two years ago, we began a relationship with the American Heart Association (AHA). Lawrence participated in the AHA's annual Start! Heart Walk that same year in October. A total of 94 walkers signed up to participate in the event and raise more than \$8000. In a competition among local hospitals, Lawrence came in second place with the most participation and monies raised.

In our 2009 CSP, we had hoped to increase the number of walkers in 2010 by ten percent. However, at that upcoming AHA Start! Heart Walk in October 2010, there were fewer staffers who participated in the Heart Walk – a total of 85 walkers. And, those employees, their friends and families raised \$7400. Again, this number is slightly less than the figures from 2009. Nevertheless, it was higher than any other hospital in Westchester County so it netted Lawrence a first prize trophy among area hospitals for most monies raised for this important fundraiser.

Lawrence employees are again participating in the upcoming AHA Start! Heart Walk in October 2011. It is unclear how many staffers will participate as the CSP will be submitted before the event takes place. Currently, solicitation of walkers has occurred in senior level and department meetings, the hospital's community email network and its internal newsletter.

In 2010 and 2011, Lawrence encouraged staffers to participate in other walking events designed to raise money for local charities. And, it was the first time Lawrence Hospital Center had partnered with some of these groups which included the Arthritis Foundation, and the American Cancer Society. While the primary goal was to raise money for these worthwhile causes, employees getting out and walking, met our criteria for encouraging staffers to exercise more.

In 2009, Lawrence's Food Services department unveiled its new "Wellness and You" program which provides healthier food choices and "wellness certified" meal options inside the hospital's recently renovated cafeteria - the Courtyard Café. We continue to offer those heart health offerings in 2011. The Sodexo Wellness & You program is designed to provide our customers with food options that contain less sodium, fat and calories in a tasty manner. The W&Y logo on each station makes it easy to quickly identify the foods that meet these criteria set forth by the Dietary Guidelines for Americans, the American Dietetic Association and the American Heart Association. This program takes a fresh, innovative approach to provide education and make it easier for our guests to find healthier options to assist in meeting their individual wellness goals. Additionally, we continue to offer healthier alternatives in the hospital's snack machines.

In order to ensure that seniors in our primary and secondary service areas get wholesome and nutritious meals, Lawrence Hospital Center prepares heart smart food for the local Meals on Wheels program. In addition to cooking the food, Lawrence provides free office space and administrative support for the program. In 2011 this program continues to thrive and meet the needs of a growing senior population.

In response to an increasing demand for dietary counseling services and programs, Lawrence Hospital Center started a new Outpatient Nutrition Counseling program in March 2009. The Center is run by a registered dietitian from our Food Services department. The program offers a ten week class called "Create Your Weight". The sessions teach participants how to develop and maintain healthy eating and lifestyle habits. Because of the concerns about childhood obesity, Lawrence is offering pediatric programs. Also, employee discounts were offered to encourage employee participation. As part of the "Create Your Weight" program, Lawrence's dietitians encourage weekly walks around a nearby pond. The hikes are designed to encourage fitness and staff camaraderie.

In 2010, the Outpatient Nutrition Program became a full-time program as a result of the demand for its services. Additionally, the program has sponsored seven seminars in 2010 that are open to Lawrence employees and the general public. Further, the Outpatient program has gone outside the hospital's walls to provide corporate education sessions and Lunch and Learns. Also, the program has added five new National Nutrition Month programs and ventured into the schools, providing education for students, teachers and parents.

Additionally, there are one-on-one counseling sessions, disease management programs for chronic conditions like heart disease and diabetes. Tools to aid in weight loss include a device called a calorimetry, dietitians will be able to analyze a person's caloric intake. Plus, dietitians can perform nutrient analyses to see how much fat, minerals, vitamins, fiber and calories you are actually ingesting. Staff will also provide diet advice to pregnant women and nursing moms. This is an ongoing program available to employees

and the general public. Using community presentations and promotional strategies, we will actively work to build this program.

Further, in 2011 the Dietary Department continued to innovate by launching new programming that further allows Lawrence to fulfill its prevention agenda goals. Specifically, it created the Emergency Department (ED) Diet Education program. The service provides nutrition education to a patient population that would not otherwise be seen by the inpatient dietitians. Patients that were targeted for education were generally 60 or over, have a medical history of cardiac conditions (hypertension, high cholesterol) and Type 2 diabetes or taking prescription medications like statins, diuretics, or Coumadin. The nutrition volunteer would provide a one-page handout printed from the ADA online Nutrition Care Manual along with reinforcement from verbal education. To date, nearly 300 patients have received some sort of education. The most common topics in ranking order include:

- Sodium
- Heart healthy shopping/cooking
- Saturated fats
- Vitamin K and Warfarin interaction
- Foods with concentrated sugars
- Fiber

The Dietary Department also launched Meatless Mondays. This is an international movement supported by the Sodexo Company to help people reduce their meat consumption by 15% to improve personal health and the health of the planet. It is an initiative of The Mondays Campaigns, in association with the John Hopkins Bloomberg School of Public Health.

On average, Americans consume 8 ounces of meat per day - 45% more than the USDA recommends. Going meatless once a week can reduce the risk of chronic preventable conditions like cancer, cardiovascular disease, diabetes and obesity. It can also help limit our carbon footprint and save precious resources like fresh water and fossil fuel.

During National Nutrition Month in March, the Lawrence dietitians organized and hosted a five part mini-lecture series featuring topics like: 'Shaving Salt, Saving Lives'; 'Brown Bag it, Healthy Eating at Work'; 'Go Green, Bottled Water vs. Tap Water'; 'The Blue and Purple Path to Health'; and 'Orange You Tired of Ignoring Your Health, Say Yellow to a Healthier You'. Each lecture was an hour long and open to the public and Lawrence employees. The series was well received and requests for future classes were made.

Two separate presentations were given by an LHC dietitian at the Bronxville Elementary School to four, second grade classes. The presentation was titled 'Red Light, Green Light'. This educational program highlighted the difference between good foods (Green

Light), foods that should be eaten in moderation (Yellow light) and bad foods (Red Light). Also included in the presentation was a discussion on sugar content of foods and how to read food labels. The children were very enthusiastic and the dietitian was impressed with how much the children already knew about the subject.

As part of Lawrence's annual Stroke Awareness Day, dietitians set up a table in the main hospital lobby where they handed out free Stroke Nutrition Therapy education materials and samples of freshly baked 5-grain cookies which promoted the use of whole wheat, whole grain flour, flax seeds and the benefits of Omega 3 fatty acids. A dietitian was also available throughout the event to answer diet related questions for participants

Lectures about nutrition and weight loss were given to two Senior Centers in Riverdale. Both presentations featured a PowerPoint presentation and educational handouts. Important highlights included: the New Food Guide Pyramid; Modifying Your Recipes to Lower Fat and Sodium Content; Stocking your Pantry; Reading Food Labels; The Health Complications of Obesity; and Portion Distortion.

Every Friday throughout the year, the Director of the Outpatient Nutritional Counseling Program sends out weekly nutrition tips via email to the entire LHC staff. These tips include topics on healthy snacking, modifying recipes, getting more Vitamin D, healthy tips for eating out with children, tips to getting your family moving and much more.

During National Heart Month, Lawrence dietitians set up a table in the cafeteria where staffers provided employees and visitors with Medical Nutrition Therapy Education on Heart Disease along with healthy snacks and recipes.

All inpatients assessed by Lawrence dietitians are also counseled on their diets. Some counseling will be comprehensive and include both verbal and written education. While others may receive basic counseling that will include quick tips and an overview of any diet restrictions they are receiving while in the hospital. Whichever form of education they receive is based on a variety of factors like cognitive function, readiness for lifestyle change, etc.

In an effort to get the senior population moving, certified physical therapists from Lawrence's Physical Medicine and Rehabilitation Department are now teaching exercise classes to seniors at three senior facilities in the county. Since 2009, during the months of September to July, each week physical therapists lead classes at the Lake Isle Senior Center for a total of 32 sessions. The classes are one hour long and between 12 and 15 people attend each class. Additionally, therapists show seniors how to stay active at the Sleepy Hollow assisted living facility in Tuckahoe. Approximately a dozen people attend a one hour class there each week for a total of 42 classes in 2010 and 2011. Lastly, Lawrence staffers provide exercise tips during a one hour class at the Garth Road Senior

Center where about a dozen people meet each week. Given that these are fairly static populations, the growth in attendance from 2010 to 2011 has been minimal.

Going forward, Lawrence Hospital Center is committed to reducing sodium intake and increasing exercise as a means to lower the incidence of chronic disease in Westchester County. Our aim is to see significant reductions in everything from obesity to diabetes in our service area and beyond.

While one of our biggest challenges has been measuring the impact of our programming internally and externally in 2011, 2010, and 2009, Lawrence Hospital Center is pleased to be offering these educational events and programs as a public service to residents in Bronxville, Southern Westchester County and the Bronx. Our plan for next year is to look for ways to partner with more departments within the hospital to better address these two prevention agenda items. We also endeavor to work with our health care partners to come up with best practices for measurement as well.

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

As with last year's Community Service Plan, Lawrence Hospital Center will post the 2011 Community Service Plan on its website, [www.lawrencehealth.org](http://www.lawrencehealth.org). Additionally, the hospital will tell the public about its plan on Facebook and Twitter.

Also, Lawrence will provide a synopsis of the 2011 plan in its external quarterly newsletter, Lifeline. Lifeline is mailed to 33,000 people including patients, former patients, physicians, politicians and local residents.

### **Financial Aid Program**

Our mission is to improve the overall health of all New Yorkers, regardless of their ability to pay for care. In 2010 as in 2009, we had an increase in the number of people applying for Medicaid: 361 patients compared to 306 in 2009. We attribute that increase to the growing number of unemployed persons applying for assistance. Interestingly in 2010, Lawrence conducted a detailed review of its bad debts and discovered that we are writing off more deductibles and co-insurances to bad debts. That tells us there are more insured patients who cannot afford or refuse to pay their high deductibles and co-payments.

In addition, we are also seeing individuals applying for assistance who are employed but either they choose not to pay for health coverage because of its cost, or their employer does not offer health care benefits. Given a faltering economy in much of 2010 and 2009, we believe that this has contributed to an increase in these numbers. Some patients tell us that they are afraid to provide certain information for the completion of the Charity Care application because they are in this country illegally. In certain instances and after further

review, we may still award Charity Care if the patient can prove hardship. Also, for those patients who do not qualify, Lawrence Hospital Center will work with those patients to make payment arrangements to assist them in paying their bills. The gross charges related to services provided under charity care on a consolidated basis, which includes Lawrence Community Health Services, for the year ended in 2010 were \$1,648,000 compared to \$1,374,000 in 2009.

As for processes improvements, we have expanded our financial counseling services. In 2008, we added more financial counselors so that our Emergency Department now has nearly 24 hour coverage.

The hospital has a broad charity care policy that is available in several languages including Spanish, Arabic, Chinese-Mandarin, Italian, Korean, Polish, Portuguese, Vietnamese and English. Also, Charity Care information now appears on our recently redesigned website.

To further underscore our commitment to serve all communities, Lawrence Hospital Center has implemented a best practice policy to process all Charity Care applications within 30 days.

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

Lawrence Hospital Center has made a long-term investment in ensuring quality of care in the communities it serves with the development of Lawrence Medical Associates (“LMA”). LMA’s primary goals include: preserving high quality primary care based in the community, defending the hospital’s market position, insulating employed physicians from adverse market conditions, and supporting quality initiatives throughout the organization. To date, the group has recruited ten outstanding Internists, four Oncologists/Hematologists, and two non-invasive Cardiologists who are actively seeing patients in four locations, in Bronxville, Mt. Vernon and Eastchester. LMA is currently recruiting Obstetricians to ensure that this important service is available in the future, as many Obstetricians are finding it increasingly difficult to remain in practice due to the high practice costs, primarily for malpractice. Further, the practice continues to recruit additional primary care physicians and plans to add gastroenterology to its multi-specialty group in the coming months.

Lawrence’s Radiology department purchased a new Low Dose CT Scanner that went online in 2010 and until mid 2011 was the only one of its kind in Westchester County and southern Connecticut. The state-of-the-art device allows Lawrence clinicians to perform multiple specialty imaging that reduces up to 40% of the radiation a patient is exposed to during a scan. The hospital launched a major advertising campaign in order to inform potential patients and clinicians about the new device and its advances in lowering

radiation exposure. In addition, the Radiology Department added a second Low Dose CT Scanning device in its Emergency Department. Plus, in 2011, the department added a new state-of-the-art Nuclear Camera. Some of the studies performed with this camera include bone scans; bleeding scans; and cardiology stress scans. The Nuclear Camera can accommodate heavier patients; has the ability to scan patients on stretchers; a faster scan time which means less time for the patient on the table; and can achieve a more detailed image.

It's been nearly one and a half years since the new Center for Sleep Medicine first opened its doors in 2010. It has already proven to be quite popular and has generated additional revenues to the hospital. A year ago, the Center for Sleep Medicine saw on average at least thirty patients a month. Today, those numbers have nearly doubled with the Center seeing fifty patients each month.

Another potential impact is the inability to bill for Lawrence's new Cancer Survivorship Program. A nurse practitioner who sees patients is not able to bill for her services. Consequently, Lawrence is not receiving reimbursements and must absorb costs for services to former cancer patients. Since submission of the 2009 CSP, the Cancer Survivorship Support Group patient population has doubled. A second support group meeting was added in 2010 to meet the needs of working cancer survivors and their family members. In 2011, in observance of National Cancer Survivorship Day, the program's director and Marketing Department worked to organize a special recognition party to celebrate the lives of local survivors.

In response to a growing need for medical services close to home, Lawrence Hospital Center plans to build a state-of-the-art Comprehensive Cancer Center on its campus in Bronxville. The 34 million dollar project will offer easy access to imaging, pathology, a patient resource center and other ancillary services for cancer patients and their families.

The new Cancer Center will have radiation therapy in the basement level, the first floor will house medical oncology and chemotherapy along with other services and the second floor will contain six new modern operating rooms. The building will only elevate two floors above street level and will include a roof-top garden for the enjoyment of patients, visitors and neighbors. The New York State Department of Health has already approved and granted Certificates of Need to Lawrence for the expansion project. Currently, the hospital is working with the Village of Bronxville to get final approval of the plan and hopes to begin construction of the center in 2012. Funding will be through a combination of borrowing, centennial year fund-raising, hospital equity and additional fund-raising.

Also, in order to provide the most comfortable and safest environment for our patients, their family members, our employees and medical staff, Lawrence Hospital Center became a 100% tobacco-free campus on January 1, 2010.

To provide enhanced services to the hearing impaired and those in need of interpretation services, in 2011 Lawrence's Telecommunications Department unveiled new systems to ensure the hospital provides the highest quality care to those patients who need special services with new hearing impaired telephones available for patient use at Lawrence Hospital Center in Bronxville. These new Patient Desktop Hearing Impaired Telephones have a call indicator light that flashes to alert a patient to an incoming call. Additionally, the phones have high/low ringer volume options; a volume boost button; and an extra large message light. When a patient requires a hearing impaired telephone, Lawrence staffers will make arrangements to install the set in a patient's room and remove it upon discharge.

Also, Lawrence's Telecommunications Department has deployed two new "Dual Handset" telephones, one for the Emergency Department and the other for the hospital's Nursing Supervisor. These instruments connect directly to the Language Line Interpreter Service the hospital currently uses. When a patient requires a translator, this device will be put into service. Using one handset, the patient can speak to the interpreter while the clinician uses the other. This literally eliminates having to pass the phone back and forth from patient to caregiver when translation is required.

In closing, a weakened economy and a contract dispute with major health insurance provider, Empire Blue Cross Blue Shield between April and July of 2010 appears to have negatively impacted Lawrence Hospital Center's bottom line in that same year. For example, there were 12,538 discharges in 2010 compared to 13,049 in 2009. Further, there were fewer visits to the hospital's Ambulatory Surgery Unit in 2010 with 4,698 compared to 5,782 in 2009. And, on a consolidated basis, income from operations fell in from \$4,953,000 in 2009 to \$2,423,000 in 2010.

Lawrence Hospital Center

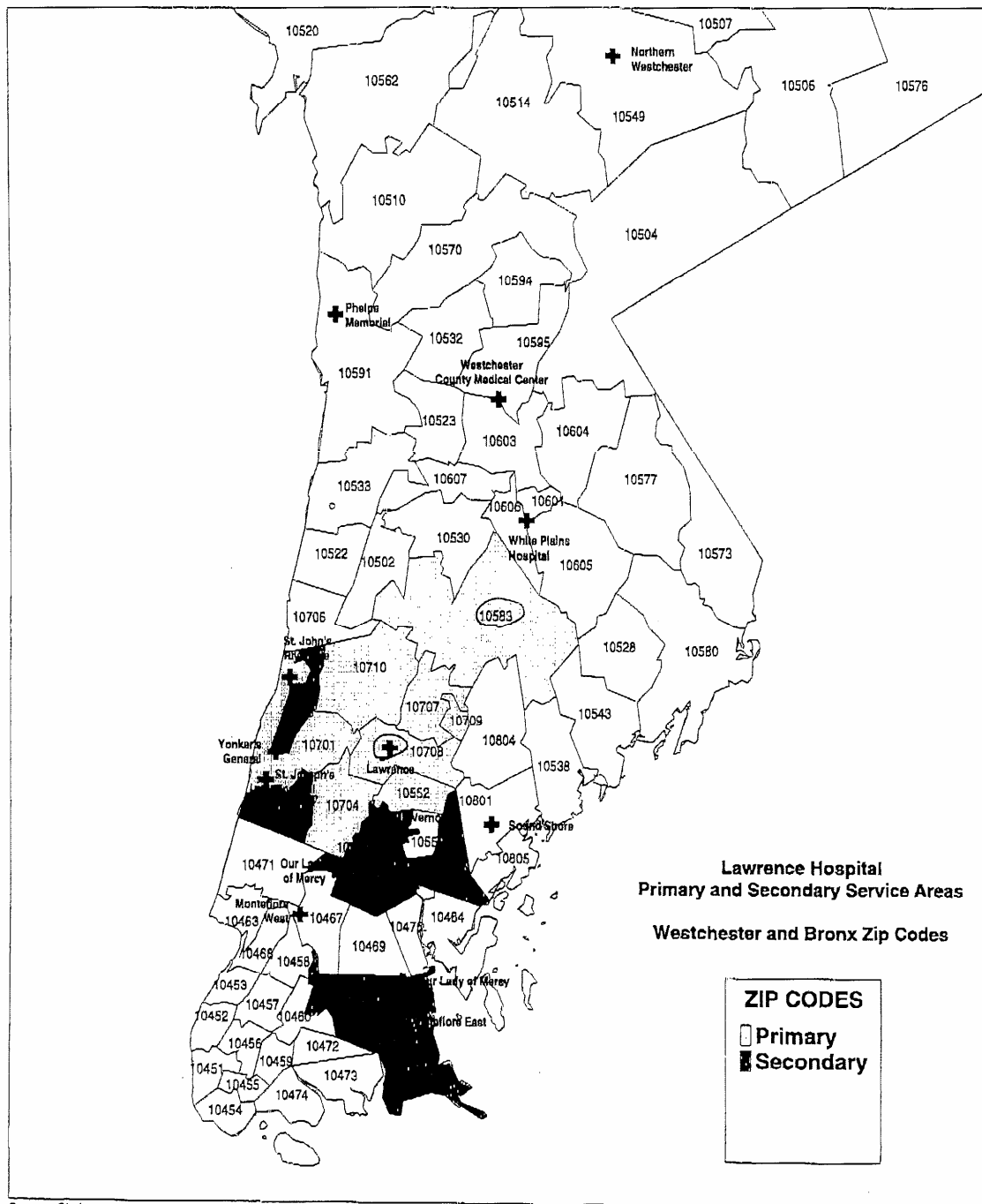
CSP

Attachment A

SEP-08-2009 21:59

LAWRENCE HOSPITAL

P.01/01



Source: Claritas  
 Prepared by Lawrence Hospital's Department of Business Development and Marketing  
 April 8, 1999

Lawrence Hospital Center

CSP

Attachment B

**ACCESS TO QUALITY HEALTH CARE**

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Adults with health care coverage (%)	Y	N	Y	7	4
Adults with regular health provider (%)	..	..	..	..	..
Adults who have seen a dentist in the past year (%)*	..	..	..	26	26
Early stage cancer diagnosis (%)					
Breast	Y	N	N	21	17
Cervical*	Y	N	N	22	17
Colorectal	Y	N	N	33	28

\*Data not available for all counties

**TOBACCO USE**

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Cigarette smoking in adolescents (past month) (%)	..	..	..	..	..
Cigarette smoking in adults (%) <sup>1</sup>	Y	N	Y	55	53
COPD hospitalizations among adults (per 10,000)	Y	Y	N	50	45
Lung cancer incidence (per 100,000)					
Male	Y	N	N	61	56
Female	Y	N	N	56	55

<sup>1</sup>NYS shows different years for NYS and Westchester. Comparable data for 2003 are NYS 21.6% vs 19.0% for Westchester

## HEALTHY MOTHERS/HEALTHY BABIES/HEALTHY CHILDREN

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Early prenatal care (1st trimester) (%)	Y	Y	Y	15	13
Low birthweight births (%)	Y	N	N	15	10
Infant mortality rate (per 1,000 live births)	N	N	N	52	48
Children receiving recommended vaccines (2 years) (%)	..	..	..	..	..
Had at least one lead screening by 3 (%)**	N	..	N	-	57
Prevalence of tooth decay in 3rd grade children (%)	Y	N	N	40	37
Pregnancy rate among females 15-17 (per 1,000)	N	N	N	18	13

\*\*Data not available for NYC

## PHYSICAL ACTIVITY/NUTRITION

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Obese children in grades (BMI>=95th percentile)					
2-4 years (WIC)	Y	Y	Y	5	5
K	..	..	..	..	..
Grade 2	..	..	..	..	..
Grade 4	..	..	..	..	..
Grade 7	..	..	..	..	..
Grade 10	..	..	..	..	..
Obese adults (BMI > 30) (%)	Y	N	N	61	57
Adults engaged in any leisure time physical activity (%)	N	N	N	56	51
Adults eating 5+ fruits or vegetables per day (%)**	Y	N	N	-	52
WIC mothers breastfeeding at 6 months (%)*	N	N	N	60	55

\*Data not available for all counties

## UNINTENTIONAL INJURY

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Unintentional injury mortality rate (per 100,000)	Y	N	N	56	56
Unintentional injury hospitalizations (per 10,000)	Y	..	N	38	34
Motor vehicle crash related mortality (per 100,000)	N	N	N	57	56
Pedestrian injury hospitalizations (per 10,000)	Y	..	N	7	2
Fall related hospitalizations ages 65+ (per 10,000)	Y	..	Y	24	23

## HEALTHY ENVIRONMENT

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Children <72 months with confirmed BLL > 10ug/dl (per 100 tested) (Under 6)**	Y	..	N	-	9
Asthma related hospitalizations (per 10,000)					
Total	N	N	N	21	16
Ages 0-17	N	N	N	23	18
Work related hospitalizations (per 10,000 employed persons 16+)	Y	..	N	51	50
BLL > 25 ug/dl per 100,000 employed persons 16+*	Y	..	N	31	27

\*Data not available for all counties

\*\*Data not available for NYC

**CHRONIC DISEASE**

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Diabetes prevalence in adults (%)	N	N	N	60	55
Diabetes short-term complication hospitalization rate (per 10,000)					
Age 6-17 years	N	N	N	37	33
Age 18+ years	Y	N	N	30	26
Coronary heart disease hospitalization rate per 10,000 (ages 18+ years)	Y	-	N	38	34
Congestive Heart Failure Hospitalization rate per 10,000 (age 18+ years)	Y	N	N	34	32
Cerebrovascular (stroke) disease mortality (per 100,000)	Y	N	Y	50	50
Reduce cancer mortality (per 100,000)					
Breast (female)	Y	Y	Y	19	16
Cervical	Y	N	N	35	31
Colorectal	Y	N	N	51	48

**INFECTIOUS DISEASE**

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Newly diagnosed HIV case rate (per 100,000)	N	N	N	7	2
Gonorrhea case rate (per 100,000)	Y	N	N	16	12
Tuberculosis cases rate (per 100,000)	Y	Y	N	6	2
Adults 65+ years with immunizations (%)					
Flu shot past year <sup>*,**</sup>	Y	Y	N	-	12
Ever pneumonia <sup>*,**</sup>	Y	Y	Y	-	1

\*Data not available for all counties

\*\*Data not available for NYC

## COMMUNITY PREPAREDNESS

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Population living within jurisdiction with state approved ED preparedness plans (%)	N	-	N	..	..

## MENTAL HEALTH/SUBSTANCE ABUSE

Indicators	WC Indicators Worse Than			Problem rank among NYS counties	
	2013 Goal	US	NYS	Incl. NYC Rank	Excl. NYC Rank
Suicide mortality rate (HP 18.1)	Y	N	N	56	53
Percentage of adults reporting 14 or more days with poor mental health in last month	Y	N	N	48	43
Percentage binge drinking past 30 days (5+ drinks in a row)	N	N	N	57	55
Drug-related hospitalizations (per 10,000)	Y	..	Y	5	2

Lawrence Hospital Center

CSP

The members of Stellaris Health Network: Lawrence Hospital Center, Northern Westchester Hospital, Phelps Memorial Hospital Center and White Plains Hospital Center in collaboration with Open Door Family Medical Centers have established a Prevention Agenda Advisory Board comprised of Nursing, Human Resource and Marketing/Community Outreach staff members who oversee the delivery of education and outreach programs for the employed staff and the broader community. The committee is focused on addressing the New York State Healthiest State initiative and Prevention Agenda priorities.

In October 2011, in observance of National Food Day, Lawrence and some members of its consortium will hold individual programs to remind staffers and community members about ways to improve their diets – particularly when it comes to lowering the amount of sodium we ingest.

Each facility offers a broader range of efforts related to health education, outreach, prevention and wellness depending on the unique needs of their community. For the purposes of this Prevention Agenda Advisory Board, the focus was to support the Westchester County and New York State Department of Health priorities to reduce sodium intake and increase physical fitness among employees for this calendar year.

Lawrence Hospital Center

CSP

Attachment C

<b>Initiative</b>	<b>Lawrence Hospital Center</b>	<b>Northern Westchester Hospital</b>	<b>Open Door Family Medical Centers</b>	<b>Phelps Memorial Hospital Center</b>	<b>White Plains Hospital Center</b>
<b>Increased Physical Fitness</b>	Employee Walking Program. Discounted Health Club rates for staffers. Physical Therapy exercise programs in the community. Staff participate in Fundraising Walks.	-Fitness Reimbursement-\$100 for 6 months of documented physical activity -Smart Steps Walking Program	-6 week Jump into Shape walking program-encourages increased movement and consumption of fruits and vegetables	- Phelps unveils Vitality. Phelps on the Move walking program- goal of 10% increase in physical activity. Team/department based program	-Mall Walkers- 3x per week -Wellness Through Prevention Month- 33 health-related events -Healthy Living for Life- free monthly support group -America on the Move

<b>Initiative</b>	<b>Lawrence Hospital Center</b>	<b>Northern Westchester Hospital</b>	<b>Open Door Family Medical Centers</b>	<b>Phelps Memorial Hospital Center</b>	<b>White Plains Hospital Center</b>
<b>Improved Nutrition/ Sodium Reduction</b>	<ul style="list-style-type: none"> <li>-Coordinated Low Sodium presentations in community. Dietitians track number of people counseled on sodium reduction.</li> <li>-Employees offered nutrition program at 1/2 price.</li> <li>-Cafeteria has nutrition information on labels including sodium content.</li> <li>-Cafeteria meets "wellness" certified to guidelines on select food offerings.</li> <li>-Dietitians give cooking demos adapting recipes to reduce sodium without sacrificing taste.</li> </ul>	<ul style="list-style-type: none"> <li>-Free Nutritional Counseling as part of employee benefit program</li> <li>-Elimination of sodium in soups served in Cafeteria</li> <li>-New two week menu cycle with heart healthy choices</li> <li>-Wellness committee: Pinch an Inch- team based weight loss program</li> <li>-Wellness Day and quarterly wellness workshops</li> </ul>	<ul style="list-style-type: none"> <li>-Teach employees about serving sizes and portion control and how to read labels</li> <li>-My Pyramid Food Chart</li> <li>-Lunch and Learn focused on healthy snacks</li> <li>-Cooking Light Demo</li> </ul>	<ul style="list-style-type: none"> <li>-Adopted Westchester County Health Department vending machine guidelines</li> <li>-Posting nutritional content of menu items</li> <li>-Public education displays</li> <li>-DOH toolkit for sodium reduction- goal of 10% reduction at end of 3 months</li> <li>-Free nutrition consult to employees</li> </ul>	<ul style="list-style-type: none"> <li>-Cafeteria labels food with nutritional content</li> <li>-Vending machines have reduced sodium snacks</li> <li>-Blood pressure screenings include pamphlets on sodium reduction in English/ Spanish</li> </ul>