



The 2009

Lawrence Hospital Center

Community Service Plan

Executive Summary

Lawrence Hospital Center (LHC), located in the heart of southern Westchester County, New York, is committed to providing the highest quality patient care. Additionally, our administration and staff recognize that prevention is also an important component of healthcare. As a result, Lawrence has partnered with the Westchester County Department of Health, its sister hospitals in the Stellaris Health Network, and hospitals and healthcare agencies throughout Westchester County in response to a statewide effort to create a healthier New York. Together, this new consortium has made the commitment to work as a team to tackle the New York State Department of Health's Prevention Agenda. By way of extensive community planning and collaboration, Lawrence has developed a comprehensive strategy to address community health needs. The following Community Service Plan (CSP) explains what those strategies are and how we intend to implement them.

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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

Offsite Facilities:

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

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: 914-723-1642

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
- Jansen Hospice and Palliative Care
- The Bereavement Center of Westchester

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An Overview

Lawrence Hospital Center is celebrating its 100th anniversary in 2009. The highly regarded community hospital first opened its doors in May 1909. And, since then it 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 is renovating and redesigning many of its facilities including a state-of-the-art Maternity Center that opened its doors in the fall of 2008; an expanded and comfortable Emergency Department; and a recently renovated cafeteria that not only serves in-patients and staff, but, it 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 toward 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 facility 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.

A New York State Department of Health designated Stroke Center.

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

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

I. Mission Statement

A. 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

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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.

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.

B. Changes to the Mission Statement

The Lawrence Hospital Center Board of Governors periodically reviews the mission statement for its relevance to the hospital's goals and strategic plan.

II. Service Area

A. 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. No material changes have taken place to warrant modifying the zip code areas. (See Attachment A).

III. Public Participation

A/B. Participants and Outcomes

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A number of Lawrence Hospital Center's employees participate in ongoing community efforts to ascertain the health needs of our primary and secondary service areas. These members of the senior leadership team, medical staff, employees and clergy have all sought to learn what Lawrence can do meet the community's ever changing needs, tapping into intellectual capital, to discover new ideas that have the potential to influence the kinds of services and programs we offer.

For example, Steve Schoener, Vice President of Ancillary Services is a member of the Bronxville Rotary where he attends weekly meetings. Mr. Schoener also sits on the Board of the Bronxville Chamber of Commerce, a group of local business persons and government officials. By actively participating in these groups, Mr. Schoener is able to help Lawrence gauge how best to serve the surrounding community.

Simmons Gardner, an ordained minister and Director of Pastoral Care is another active community engager. He preaches at area congregations and meets with lay groups in local churches in order to train them for hospital visitation and pastoral care of their membership. This training also covers discharge planning for the elderly and general support for people whose adult children live out of state.

Chaplain Gardner also participates in The Counseling Center at the Reformed Church's clergy support & learning luncheons 3 to 4 times a year. Here, he discovers if there are any unmet healthcare or spiritual needs. Out of those discussions, Chaplain Gardner and Shirley Stagner, Nurse Practitioner and Director of the new Cancer Survivorship program will present a community presentation about life after cancer in October 2009.

Also, Chaplain Gardner regularly meets with counselor, John Hagendorf to assess potential community and healthcare needs and issues including; Alzheimer's support groups, at-risk youth behavior and psychological services and Palliative Care. The Chaplain also solicits input from Gramatan Village, a senior support organization in Bronxville. Plus, he is a member of a steering committee for an annual community holocaust remembrance service which involves local congregations and high schools as a teaching opportunity for diversity, tolerance and community engagement. He attends six to eight meetings (approximately twenty hours) annually.

Dani Lestange, Nurse Manager of the Emergency Department and Chaplain Gardner will begin attending meetings with a new interfaith group at the Bronxville Women's Club. The intended focus is to develop strategies to tackle at-risk youth behavior from a religious and healthcare perspective. Their first meeting is in September 2009.

Heather Morrison, Vice President of Development and Marketing is a member of the Community Advisory Board of the Bronxville Senior Citizens Services. In this capacity, Ms. Morrison learns about deficits in senior community programming. In 2009,

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Lawrence Hospital Center and the Bronxville Senior Citizens Services will host a first ever Senior Health Fair that is free and open to all seniors and their caregivers.

James Lee, Chief Operating Officer and Executive Vice President met with representatives in throughout 2008 and 2009 from Saint Vincent's Westchester, Sprain

Brook Manor and Westchester Nursing Home. In those meetings, Mr. Lee and the representatives were able to improve the coordination of care between Lawrence and those organizations.

In 2009, Lee was appointed to the American College of Healthcare Executives (ACHE) Board of Governors. The ACHE is an international professional society of more than 30,000 healthcare executives dedicated to improving the delivery of healthcare services. As an active member of this group, Mr. Lee attends regular meetings that discuss and recommend policies that will benefit patients like those who visit Lawrence Hospital Center.

Carlos Flores, MD and Director of Emergency Medicine at Lawrence Hospital Center, meets monthly with the team from the Eastchester Volunteer Ambulance Corps. They develop strategies for improving patient care in southern Westchester County.

John Martin, Director of Security and James Keogh, Vice President of Support Services are members of the Regional Preparedness Council which includes all hospitals in the Hudson Valley region. They meet quarterly to improve and develop new policies in order to better coordinate our emergency preparedness efforts.

Alisa Holland, Manager of Marketing and Communications attends a Community Outreach Breakfast sponsored by the Junior League of Bronxville. The annual meeting brings together many of the area's non-profit agencies for discussions on how to pool resources and address community needs. Ms. Holland is also a member of the Junior League of Bronxville and attends five meets each year where she also learns of issues that are most important to League members. The promotion and publication of programs for one of the agencies was born out of these meetings.

Additionally, Ms. Holland is a member of the Board of The Counseling Center in Bronxville. This group meets five times a year to discuss strategies to better provide therapy services to children and adults. They also assess the most pressing mental health issues facing residents in Bronxville and its surrounding communities. Ms. Holland also serves as a liaison between The Counseling Center's therapists and Lawrence's physicians.

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Public Notification

There were a variety of methods used to notify the public about the outcomes of these meetings and resulting initiatives. Primarily, Lawrence used its website to notify the community. Additionally, there were targeted mailings, posted flyers, and the dissemination of information via Lifeline, the hospital's external newsletter. Lifeline is mailed quarterly to 33,000 residents.

IV. Assessment of Public Health Priorities

A. Criteria of Public Health Priorities

In response to New York State's Prevention Agenda, 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 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 is 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 is 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 100th birthday party, Lawrence Hospital Center staff passed out its own survey in an attempt to measure sodium consumption and the amount of exercise guests engage in. Also, volunteers from our Food Services department conducted the same survey in our cafeteria and lobby in June and July. Two of the more telling findings from this survey show that nearly half of our respondents believe they are at least 25 pounds overweight. And, nearly two-thirds tend to eat out at least three times a week.

B. Selected Prevention Agenda 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 3rd, May 20th and June 1st, the group continued to work collaboratively to identify best practices and strategies for how to effectively address these prevention initiatives.

Furthermore, Lawrence Hospital Center is a member of the Stellaris Health Network which includes Northern Westchester Hospital, Phelps Memorial Hospital and White Plains Hospital Center. The Stellaris Hospital have also agree 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 16th and June 11th to develop ways to more effectively address these initiatives at Stellaris headquarters in Armonk, New York.

C. Status of Priorities

The community planning effort in Westchester County and beyond will focus on specific initiatives designed to prevent illness and lower the incidence of certain chronic diseases. To introduce to the public to this unique collaboration and coordinated effort to reduce sodium and increase exercise, Lawrence Hospital Center and its partners held a news conference on May 20th inside the newly renovated cafeteria at Lawrence Hospital Center in Bronxville. It was attended by representatives of other hospitals, the CEO of Lawrence

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Hospital Center, Edward M. Dinan and the County Health Commissioner, Joshua Lipsman, MD.

In addition to the announcement, Lawrence dieticians led a cooking class for cardiac patients and other visitors. They provided a step-by-step guide on how to make a simple and ultra-low salt pasta primavera dish along with a zesty lemon vinaigrette salad dressing. The team also showed how various herbs and spices can punch up flavor. Jen Scully and Katie Neumayer encouraged the audience to check labels on the food they buy. Dr Joshua Lipsman, Westchester County Health Commissioner reminded attendees at the day's event that the salt shaker is not always the biggest culprit since can easily sneak into the diet. According to the Lawrence dieticians, we should consume about 2,400 mg of sodium in our daily diets. However, most people are surprised to discover that they ingest more like 5,000 and 10,000 mg of salt a day. The Stellaris hospitals are exploring holding similar low sodium cooking demonstrations in each of its hospitals on a regular basis.

Also, 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.

At Lawrence Hospital Center, we have chosen to initially focus our efforts on our more than one thousand employees. As we go forward, we will expand out this focus to involve more of the greater community. This year, we have embarked on a relationship with the American Heart Association. For the first time, Lawrence will be participating in the annual Start! Heart Walk on October 4th. Team captains are rallying employees to raise awareness and money for heart disease research. Partnerships with other agencies include the American Cancer Society and the March of Dimes.

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.

The Stellaris hospitals have designed a comprehensive plan for addressing these prevention initiatives. For a review of these programs, see Attachment C.

D. Non-Prevention Priorities Considered in Assessment Process

There are other non-prevention health initiatives that Lawrence Hospital Center has implemented 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. Dieticians offer advice on nutrition and exercise. And, heart health foods are also served.

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Additionally, Lawrence holds a 'Go Red for Women Day' educational event in February. The program is designed to raise awareness about heart disease and prevention. Hospital staff hands out heart healthy recipes and snacks, provides important diet and exercise information and answers questions from visitors and staff who visit the cafeteria.

In the fall, Lawrence Hospital Center provides free flu shots to anyone 19 and older in three different communities – Bronxville, Eastchester and Tuckahoe. Lawrence will advertise these flu shots in community calendars in local papers, its website and in its external newsletter, Lifeline. In 2008, hospital clinicians vaccinated more than 1300 residents.

In September, a Lawrence urologist will conduct free prostate cancer screenings. These life-saving tests will be given out to any man, regardless of where he may live. Appointments are not required and free parking at the hospital is available.

In October, two oncology nurses provide education and literature on how to prevent and treat breast cancer. They also visit local businesses, schools and community groups to teach self breast examinations.

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 Junior League of Bronxville, the Rotary Club, Bronxville Senior Citizens Services, YW/YMHA, Sarah Lawrence College and the Tuckahoe Senior Center. They will cover a multitude of health issues like fall prevention, 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 first ever Senior Health Fair on November 3rd. 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, geriatric medicine and flu shots.

Additionally, Lawrence utilizes local media to promote community wellness. Several clinicians have appeared on local radio on WVOX-AM to talk about medical issues including joint health, surviving cancer and how to eat healthier. Also, the hospital provides the latest health news and information on its website via its medical library – Lawrence HealthSource. Lastly, Lawrence Hospital Center publishes quarterly health news in its external newsletter, Lifeline which is sent to 33,000 readers.

V. Three Year Plan of Action

A. Strategies for Selected Priorities

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In response to a growing 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 registered dietitians from our Food Services department. They offer 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.

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. Lawrence dietitians will keep a diary of the number of outpatients they see. Using community presentations and promotional strategies, we will actively work to build this program.

Lawrence's dietitians are also weekly walks around a nearby pond. The walks are designed to encourage fitness and staff camaraderie.

Also this year, in support of the prevention agenda initiatives, Lawrence dietitians are now issuing weekly emails to all employees and medical staff. The emails are designed to provide creative ideas to improve one's diet and suggest ways to increase exercise. This is a program that will continue indefinitely.

In 2007, Lawrence introduced an initiative to get employees to get more exercise. It's called "Stride Don't Ride". The program encourages all staff to use the stairs rather than the elevators. We will continue to remind staff to take the stairs via email and the hospital's internal newsletter, HeartBeat.

Lawrence Hospital Center plans to continue its participation in the Start! Heart Walk program sponsored by the American Heart Association. We will track the number of employees participating. Our goal is to see at least a 10 percent increase in the number of staff who walk in 2010.

Together, with our community partners; the Westchester County Department of Health, the other members of the Stellaris Health Network, and representatives from other Westchester County based hospitals, our newly created consortium plans to meet regularly to analyze our respective data to determine the effectiveness of each of our programs. We are committed to reducing sodium intake and increasing exercise as a means to lower the incidence of chronic disease in Westchester County. By using the County's Behavioral Risk Factors Surveillance Survey, we will track our progress through 2013.

VI. Financial Aid Program

A. Successes and Challenges

Our goal is to improve the overall health of all New Yorkers, regardless of their ability to pay for care. For that reason, we actively utilize our Charity Care program. In 2008, we had an increase in the number of people applying for Charity Care. We attribute that to a jump in the growing number of unemployed persons applying for assistance. Further, we are seeing a new population applying for Charity Care. These are employed patients with health insurance who are unable to afford their deductibles. Also, there are those who are employed. However, they choose not to pay for health coverage because of its cost.

While the number of applications grew, the actual amount of money paid out by the hospital dipped slightly from \$1,023,000.00 in 2008 to \$1,241,000.00 in 2007.

We're not entirely sure why this is the case. However, 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 some of these cases 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.

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.

Also, in late 2007, we translated a form that explains the Charity Care program into additional languages. The document is now available in Arabic, Chinese-Mandarin, Italian, Korean, Polish, Portuguese, Spanish, 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 made implemented a best practice policy to process all Charity Care applications within 30 days.

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

A. Potential Impacts

Lawrence Hospital Center has been working toward becoming a paperless environment with the implementation of its Meditech computerized records program. Meditech promises to save clinicians time and improve patient safety because of a reduction in

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medical errors. For its efforts, in early 2009, Lawrence 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 toward creating a paperless patient record environment. At that time, Lawrence was one of only 30 hospitals nationwide to earn such an honor.

In addition to improving patient safety, Lawrence has added a new MRI device with the latest technology that includes breast imaging capabilities. Also, the Radiology Department has purchased a new Low Dose CT Scanner that will also allow Lawrence clinicians to perform state-of-the-art cardiac imaging.

Additionally, Certificates of Need (CON) were recently acquired to construct a new Sleep Center which is expected to open the fourth quarter of 2009. Lawrence research has identified a growing need for services for those suffering sleep disorders. Additionally, construction is set to begin on a new Radiology Oncology Center to provide comprehensive cancer care to an underserved population. Future projects include an extensive renovation of our Operating Rooms to better accommodate surgeons and more complicated cases. Plans are underway to secure financing for the project which will also include the addition of four new Operating Rooms.

Due to the stock market crash in 2008 and 2009, Lawrence Hospital Center's employee defined benefit pension plan suffered losses. As a result, the hospital has been forced to make up the difference by increasing its required funding contribution.

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.

Lastly, a New York State Department of Health directive issued in May 2009 is expected to clarify Charity Care policy which may also have an impact on the program.

VIII. Dissemination of the Report to the Public

A. Public Information

Lawrence Hospital Center will post the highlights of its 2009 Community Service Plan onto its website, www.lawrencehealth.org.

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

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IX. Financial Statement

A. Financial Information Notes

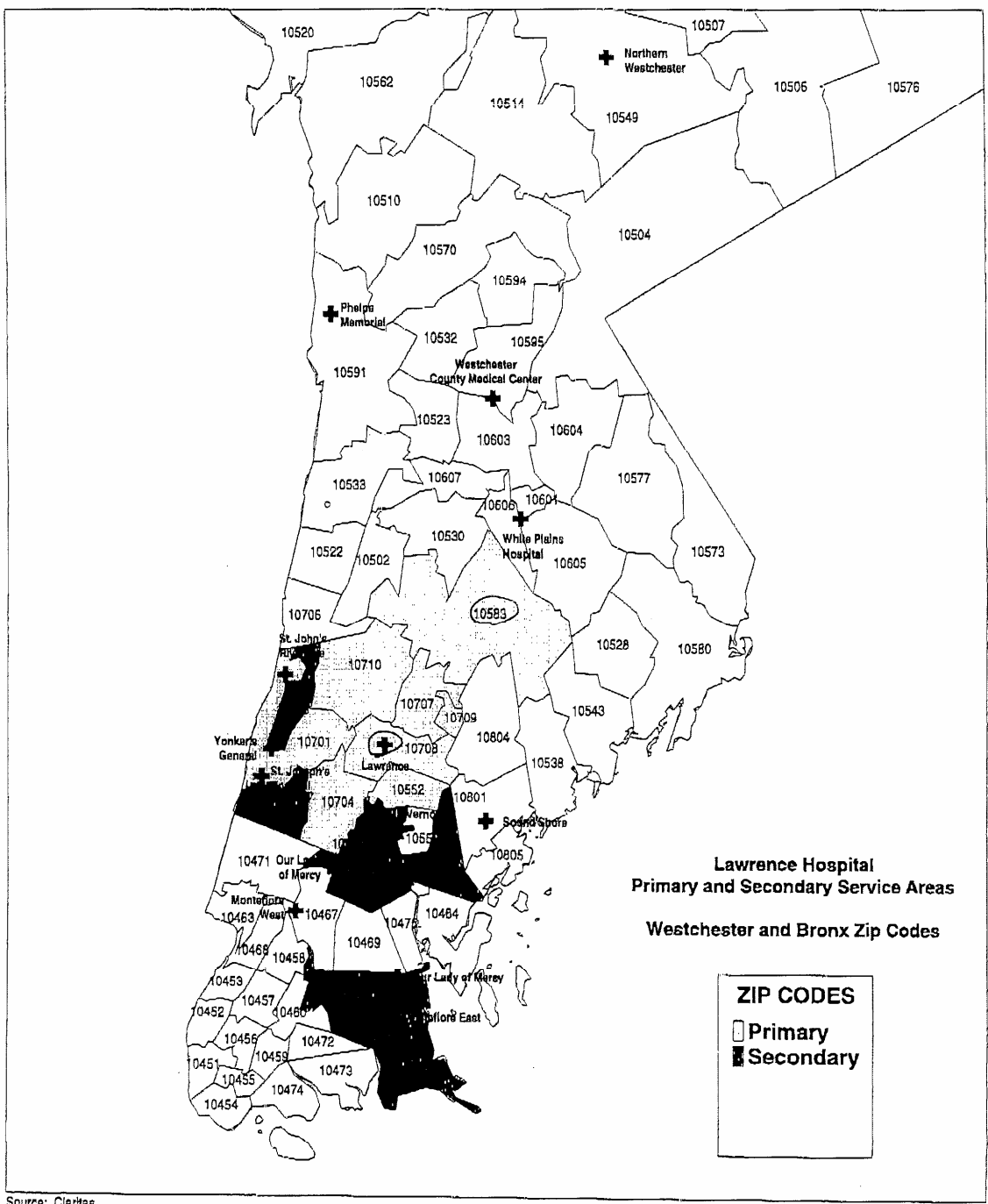
Financial data has already been submitted to the New York State Department of Health through the Institutional Cost Report (ICR) which according to state guidelines will satisfy this requirement.

Attachment A

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LAWRENCE HOSPITAL

P.01/01



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

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 (%) ¹	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

¹NYS 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	US	NYS	Incl. NYC	Excl. NYC
	Goal			Rank	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	US	NYS	Incl. NYC	Excl. NYC
	Goal			Rank	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 ^{*,**}	Y	Y	N	-	12
Ever pneumonia ^{*,**}	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

Attachment C

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.

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.

Initiative	Lawrence Hospital Center	Northern Westchester Hospital	Open Door Family Medical Centers	Phelps Memorial Hospital Center	White Plains Hospital Center
Increased Physical Fitness		-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 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

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