



Community Service Plan 2011 Community Service Plan Update

1. Mission Statement for Maimonides Medical Center

Maimonides Medical Center is dedicated to fostering healthy communities. We provide high quality, compassionate patient care and comprehensive community services. As a premier academic medical center, we are devoted to educating health care professionals, patients, families, employees and the communities we serve. We conduct research that improves the lives of our patients. We welcome patients of all faiths, and at the same time remain uniquely committed to serving the special healthcare needs of the Orthodox Jewish community, whose religious and cultural traditions help guide the provision of Maimonides services.

No changes have been made to the Mission Statement

2. Service Area

Maimonides Medical Center historically has used a commonly accepted planning definition of service area for acute care hospitals based on the aggregation of inpatient discharges from surrounding zip codes. The zip codes comprising the first 50% inpatient zip codes are defined as the primary service area. The next group of zip codes comprising the next 25% of zip codes is defined as the secondary service area. Based on this planning definition the primary service area for Maimonides Medical Center is comprised of the following 6 zip codes; 11219, 11230, 11218, 11204, 11220, 11214. The following 6 zip codes comprise the secondary service area for Maimonides Medical Center; 11223, 11235, 11229, 11224, 11228, 11209. Approximately 95% of the inpatient discharges at Maimonides Medical Center are patients with a Brooklyn address.

We are, in addition, mindful of the New York State Department of Health definition of the hospital primary service areas as the five counties of New York City for purposes of service and financial aid pursuant to PHL 2807 (k) (9-a).

No changes have been made to the Service Area.

3. Public Participation

Maimonides Medical Center actively engages its medical staff, community leaders, community organizations and health service delivery partners in discussions on improving coordination and access to services. Very notably, Maimonides has been a leader in the development and implementation of health information technology to enhance access to information and support care management coordination. Maimonides

took the lead in developing the Brooklyn Health Information Exchange (BHIX), a regional health information organization (RHIO) whose partners include other local hospitals; Lutheran Medical Center, Kingsbrook Jewish Medical Center, Brookdale Medical Center, home care agencies; First to Care and Visiting Nurse Service of NY and Visiting Nursing Association of Brooklyn, managed care organizations; HealthPlus, Elderplan and 1199 Benefit Funds, skilled nursing facilities; Metropolitan Jewish Health System and Sephardic Home, and assorted other health care service delivery partners including Housing Works. This health information exchange provides the infrastructure to support Maimonides and its partners care management efforts directed at minimizing hospitalizations and supporting residents in the community.

Maimonides Medical Center continues to convene a Council of Community Organizations (COCO), an ongoing forum and vehicle for communication with local community leaders, community groups, businesses, politicians. Over 350 people from the neighborhoods that comprise southwestern Brooklyn are personally invited to participate in the meetings. The group is presided over by Pamela Brier, President of Maimonides Medical Center, and includes discussion of new programs and initiatives focused on community service.

Executive leadership meets regularly with representatives of Hatzolah Ambulance Corps of Boro Park to discuss community health needs. These meetings are held quarterly and focus on community health needs and activities to improve clinical outcomes especially as they relate to effective and appropriate utilization of emergency services.

Centrally important in the determination of local community needs has been the ongoing, close collaboration with the New York City Department of Health and Mental Hygiene. Discussions between leaders of both organizations have resulted in the development of a variety of community health/service initiatives.

4. Identification of Public Health Priorities

Criteria for selection of public health priorities have widespread agreement on usefulness/impact, local relevance, and capacity for effective implementation (financial and clinical). In particular, selection was driven by coordination with the New York State Commissioner of Health Prevention Agenda and the New York City Commissioner of Health's *Healthy New York* agenda.

In support of the New York City Commissioner of Health's *Healthy New York* program, Maimonides has translated into 7 locally relevant languages, published and widely distributed copies of the "10 Ways to Improve Your Health."

New and continuing programs directed at Public Health Priorities include:

- Colorectal Cancer Screening
- Depression Screening and Treatment
- Smoking Cessation
- Primary Care Service co-location with Outpatient Psychiatric Services
- Chronic Illness Demonstration Project (Pathways to Wellness)
- Safe at Home Program
- Congestive Heart Failure Program

Colorectal Cancer Screening offers colorectal screening, including colonoscopy to area residents without regard to ability to pay. The screening has been widely promoted through local community organizations and local print media. The hospital is also committed to treating cancers identified as a result of the screening program

Maimonides is a smoke free environment. The Smoking Cessation Program is available to all employees, patients and area residents through the Maimonides Ambulatory Care Network. The electronic medical record includes prompts to insure that all patients are screened for smoking. The program includes counseling as well as pharmacologic support to assist people in “kicking the habit.”

Facilitated by the implementation of the electronic medical record in Maimonides’ Ambulatory Care Network, comprehensive Depression Screening and Treatment is now a routine activity in the delivery of primary care services. Specific information sought during the history, physical and health assessment process and encouraged via the electronic health record protocols lead the supervising physician to further assessment, treatment or referral for depression.

A result of collaboration between Maimonides Medical Center, the South Beach Psychiatric Center, the New York State Department of Health and the New York State Office of Mental Health, Maimonides has established/co-located three Article 28 primary care extension clinics in three of South Beach Psychiatric Center’s Article 31 mental health extension clinics. This has facilitated the development of a program of coordinated primary and mental health services.

Maimonides Ambulatory Care Network provides a Medical Home for the Pathways to Wellness initiative, a three-year chronic illness demonstration project funded by the New York State Department of Health, focused on care management for high-user, non-managed care Medicaid beneficiaries. The project was designed to ensure an integrated, comprehensive, multi-disciplinary approach to health and mental health needs for people with serious mental illness, co-morbid substance use/abuse and life-threatening chronic medical disorders.

The Safe at Home Program was established to further develop and study coordinated systems of care to maintain older adults in their homes, reduce emergency room visits, inpatient hospitalizations and nursing home placements and generally improve satisfaction with care. Targeting high risk older inpatients, the Safe at Home Program is designed to demonstrate the benefits of providing patients with an expanded geriatric care management team to enhance hospital discharge services and coordinate care at home for up to three months following an inpatient hospital admission.

The Congestive Heart Failure Program is the oldest of the public health priority initiatives and is based on intensive education during hospitalization and post inpatient discharge follow-up by nurse practitioners to assess compliance with protocols and assessment of clinical indicators to reduce readmission to the hospital.

5. Update on the Plan of Action

Maimonides was awarded Level 3 Patient Centered Medical Home designation from the National Committee for Quality Assurance (NCQA) in March, 2011 for the campus based clinics and the three neighborhood based primary care extension clinic sites at our Newkirk Avenue Family Health Center, 57th Street Ambulatory Care Center, and 7th Avenue Primary Health Services.

A major set of activities in Maimonides strategic plan involves the further development of information technology infrastructure and engagement of the Medical Staff in the adoption of the electronic medical record. During the past year we have moved forward with extending adoption of the electronic medical record to the specialty clinics in the Maimonides Ambulatory Care Network. We have also launched a program to support adoption of the electronic medical record in Maimonides affiliated community physician's offices. This is undertaken in collaboration with the New York State Department of Health's Regional Extension Center oriented toward providing connections between the employed and voluntary medical staffs and across settings of care.

We continue our efforts in categorical disease management including congestive heart failure, chronic pulmonary disease, diabetes and general care management for the chronically ill, as well as improved coordination of general care mental health services.

Maimonides was awarded a HEAL 10 grant with many of the BHIX partners as well as South Beach Psychiatric Center to replicate the South Beach/Maimonides model of integrated care using health information exchange as a substitute for geographic co-location. In addition, Maimonides will be establishing a fourth Primary Care Extension Clinic site with South Beach Psychiatric Center. This fourth site will be co-located in the largest of the South Beach Psychiatric Center Outpatient Mental Health Clinics.

Maimonides was further awarded a HEAL NY Phase 17 grant extending the health information exchange facilitated integrated care model. Commencing January 1, 2011, the project proposes to extend interoperability and care coordination capabilities to care givers working in supportive housing, homeless shelters, mobile crisis teams, ACT teams and correctional program discharge units.

Facilitated by the award of HEAL NY 10 and 17 awards, Maimonides has established strong working relationships with local mental health care providers centered on building health IT-enabled care coordination for the area's seriously mentally ill population. The goals of extending the patient centered medical home concept to the mental health home are to identify and address the full range of behavioral, medical and social problems affecting seriously mentally ill patients; enable enhanced collaboration and real time exchange of patient information among engaged providers; and drive measurable improvements in patient outcomes.

6. Dissemination of the Report to the Public

Maimonides Medical Center has a highly informative website enriched with many relevant links for visitors. Information on the clinical programs sponsored by Maimonides is published on the hospital website with aids for facilitating access. In addition, the financial aid and other important hospital policies can be accessed through the website; www.maimonidesmed.org.

Maimonides routinely develops and widely distributes a number of publications which provide community residents and community partners with information about new developments and programs at Maimonides Medical Center. These include Maimonides Matters and Maimonides Momentum and a publication specifically directed at physicians, Physician Practice. In addition, newspaper ads and direct mail provide information to area residents on special events and services including free health screenings.

7. Changes Impacting Community Health/Provision of Charity Care/Access to Services

Continuing pressures created by the absence of medical malpractice reform, the cost of challenging payer denials and chronic delays in payment, the unsolved problem of undocumented immigrants, inequity between reimbursement trends and medical cost inflation and locally, and selected reductions in programs at other local hospitals, all notwithstanding, at this time there are no specific changes that we envision will negatively impact our current level of financial aid and access to care.

8. Financial Aid Program

Maimonides Medical Center continues to actively publicize its financial aid policies.

The principal challenge experienced by staff administering the financial aid policies is patient and family cooperation in providing requested documentation to establish eligibility.

The principal success is our ability, once eligibility in the financial aid program has been established, to seamlessly extend that status throughout the ambulatory care network, enhancing the likelihood patients will seek and receive continuity in meeting their ongoing medical care needs.