



community
CONNECTIONS

Ideas & Innovations for Hospital Leaders
Case Examples 3



American Hospital
Association

In 2006, hospital leaders across the country received their first Community Connections resource—a collection of programs that demonstrate the various ways hospitals provide a benefit for their communities. This case example book is the third in a series and highlights many additional, innovative programs. For more examples or to share your own story, visit www.caringforcommunities.org.

Photos in this publication are courtesy of Doug Haight, photographer, and illustrate programs from the recent Foster G. McGaw Prize winning organizations. Since 1986, the Foster G. McGaw Prize has honored health delivery organizations that have demonstrated exceptional commitment to community service. The Prize is sponsored by The Baxter International Foundation, the Cardinal Health Foundation, and the American Hospital Association.

Today, more than 5,000 hospitals of all kinds—urban and rural, large and small—are making their communities healthier in ways that are as diverse as the needs of each community. The men and women who work in hospitals are not just mending bodies. Their work extends far beyond the literal and figurative four walls of the hospital to where free clinics, job training efforts, smoking cessation classes, back-to-school immunizations, literacy programs, and so many others are brought directly to the people of the community...often with very little fanfare.

This third book in a series of case example books highlights additional unique and innovative ways hospitals are doing

this work. Far from a comprehensive list, *Community Connections* begins to illustrate where and how hospitals are meeting their communities' many needs. The stories cover four broad categories:

- ◆ **Social and Basic Needs**
- ◆ **Health Promotion**
- ◆ **Access and Coverage**
- ◆ **Quality of Life**

Every day in America's hospitals there is tremendous good being done. The instantly recognizable blue and white "H" sign signifies more than a place that patients and families can depend on for care. It signifies the heart of a community.

Table of Contents

Social and Basic Needs.....	3
Health Promotion.....	9
Access and Coverage	19
Quality of Life	27
Index.....	33



Social and Basic Needs

Non-medical needs are often intricately tied to personal health and well-being. Hospitals are working to address basic, social, and personal needs as a way to improve their communities' health. The programs described in the following pages illustrate approaches hospitals are taking to meet the basic needs of everyday life, from food and shelter to education and self-reliance, ultimately improving the long-term health of their communities.

Social and Basic Needs

Baystate Health – Springfield, Massachusetts

Program: Baystate Neighbors Program

What is it? The program provides Baystate employees homeowner education and \$7,500 in forgivable loans to help them buy first homes in neighborhoods near the health system's three hospitals. Since it began in 1999, the program has helped 36 employees buy homes and has helped revitalize neighborhoods.

Who is it for? Baystate employees and the communities surrounding Baystate hospitals.

Why do they do it? The program aims to strengthen local communities by encouraging owner-occupied home ownership, while also helping employees purchase homes.

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Choctaw Nation Health Services Authority – Tahleah, Oklahoma

Program: I Died, Who's Next?

What is it? Based on the statistic that one student dies every 30 minutes from an alcohol-related accident, a different student is called out of class every 30 minutes and sent back in wearing white face paint. Students later write their "obituaries." With help from local emergency service departments, the program also recreates realistic vehicle crash scenes to illustrate the results of drinking and driving. The program was developed through the health services authority's Project CHILD (Children's Health Interventions and Lifestyle Development) initiative.

Who is it for? Middle and high school students.

Why do they do it? Alcohol-related vehicle crashes are the nation's number one killer of teens.

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Christiana Care Health System – New Castle, Delaware

Program: First State School

What is it? This in-hospital primary school, operated in cooperation with the school district and state department of education, gives otherwise homebound students academic instruction, medical care, and comprehensive social and family support programs. Students are further empowered to take control of their own medical care.

Who is it for? Chronically ill children and adolescents between the ages of five and 21.

Why do they do it? The program seeks to normalize the effects of illness on children so that they can integrate successfully with society. The program has reduced emergency department use and inpatient hospitalization and has increased school attendance among the participants.

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Sutter Medical Center – Sacramento, California

Program: Interim Care Program

What is it? This multi-agency collaborative program provides a safe place for homeless patients to heal upon discharge. The program also links them with housing, primary care, and mental health services, and other vital community resources. Since the program's inception in March 2005, more than 250 clients have been served.

Who is it for? Patients who are homeless.

Why do they do it? The challenges of this patient population are almost universally unacknowledged outside of the hospital community. Local Sacramento hospitals wanted to provide not just respite housing, but also develop a community-wide approach to providing necessary services to the homeless population.

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MidState Medical Center – Meriden, Connecticut

Program: Adopt-a-Classroom

What is it? Through a partnership with neighboring John Barry Elementary School, individual hospital departments “adopt” classrooms. Each month, from October to May, hospital employees visit their classroom with a variety of grade-appropriate activities or projects. Nutritious refreshments, often coinciding with that month’s activity, are also provided.

Who is it for? John Barry Elementary School students (pre-K–5).

Why do they do it? The students from this school are from economically and socially challenged families, and are greatly in need of positive influences. The goal for this program is to prepare students to lead productive, healthy, and rewarding lives.

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Sisters of Charity Health System – Lewiston, Maine

Program: Neighborhood Housing Initiative

What is it? Through the initiative, Sisters of Charity constructed affordable, 15-unit, owner-occupied housing in the most economically distressed section of downtown Lewiston. It was the area’s first new home construction since 1940. The program served as a catalyst for housing development in the area, and the redevelopment and new construction investment by developers and private parties now exceeds \$15 million.

Who is it for? The residents of downtown Lewiston.

Why do they do it? Sisters of Charity wanted to improve a deteriorating neighborhood because of its belief that a community’s health is closely linked to the well-being of its residents.

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Saint Luke’s Health System – Kansas City, Missouri

Program: Post-Discharge Recovery

What is it? This program identifies patient needs prior to discharge and transports qualifying patients to the Salvation Army center. There, in addition to home health services, patients can receive job placement, housing, and drug and alcohol recovery services during convalescence.

Who is it for? Vulnerable patients that are homeless or come from an unstable environment.

Why do they do it? Patient recovery rarely ends at discharge, but when a patient is homeless or is returning to an unstable environment, recovery can be hampered. This program ensures that patients have a healing environment outside of the hospital that provides stability and offers a path to improved health and reduced readmissions.

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Summa Health System – Akron, Ohio

Program: Project Search

What is it? In this school-to-work transition program, high school students with disabilities spend a full school year at Summa, rotating through three 10-week work rotations at three hospitals. Trainees are fully integrated into the department and work alongside Summa employees doing the same job.

Who is it for? High school students with disabilities from the Cuyahoga Falls, Hudson, Kent, Stow-Monroe Falls, Tallmadge, and Woodridge school districts (Six District Educational Compact).

Why do they do it? The program provides work experience to help trainees develop skills for regular employment. These experiences also help the trainees become familiar enough with the hospital environment to apply for regular employment at Summa upon project completion.

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Social and Basic Needs

Saint Francis Hospital – Hartford, Connecticut

Program: Hartford Regional Lead Treatment Center and Lead Safe House Program

What is it? The center provides medical care, social service, relocation, and referral support to families affected by lead poisoning. The Lead Safe House offers temporary housing for families found to reside in homes in need of remediation or for sick children in need of chelation treatment.

Who is it for? The northern half of the state, particularly the greater Hartford region.

Why do they do it? Lead-based paint and lead-contaminated dust in deteriorating buildings are a major source of lead exposure. Connecticut has a high percentage of old housing stock. Approximately four percent of Hartford's children under six have blood lead levels greater than the Centers for Disease Control's recommended maximums.

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INTEGRIS Health – Oklahoma City, Oklahoma

Program: Basic Educational Empowerment Program (BEEP)

What is it? Students in BEEP attend GED classes four days a week. They also must complete a resume, a five-year personal strategic plan, an online financial class, and participate in two community-service events. Later, many students take advantage of job-shadowing opportunities or enroll in higher education. INTEGRIS Health picks up the balance of tuition and books after students apply for financial aid.

Who is it for? Gang members and high school dropouts referred by certain community programs.

Why do they do it? Few opportunities exist for this population to succeed. BEEP was created to help gang members become more productive citizens and attain a marketable skill when entering the workforce.

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Good Shepherd Health Care System – Hermiston, Oregon

Program: CareVan Medical Transportation Program

What is it? Operating from 8 a.m. to 4:30 p.m. Monday through Friday, the volunteer-staffed program provides free transportation to and from medical appointments for patients. Seniors and the disabled make up the primary group served.

Who is it for? Anyone in the immediate service area who has an appointment with a Good Shepherd physician, but does not have transportation.

Why do they do it? "Town hall" meetings revealed that many people were having a difficult time keeping their medical appointments due to lack of transportation. Numerous appointments were being cancelled at the last minute because of this issue, which proved unfortunate for both the patient and the physician.

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Shore Health System – Easton, Maryland

Program: Children's Advocacy Center (CAC)

What is it? A partnership with the Talbot County Department of Social Services, CAC provides a collaborative response to investigation of child abuse in the Mid-Shore region. The facility offers a neutral environment for investigative team interviews, medical examinations, and advocacy services for abused children. Staff include child protection workers, law enforcement, prosecution, and medical and mental health professionals.

Who is it for? Children of Talbot and surrounding counties.

Why do they do it? This is the most effective, least traumatic way for children to receive necessary care while bringing offenders to justice. The setting allows the child to state his or her comments only once, rather than in repeated sessions with separate agencies.

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Montefiore Medical Center – Bronx, New York

Program: J. E. and Z. B. Butler Child Advocacy Center

What is it? The only fully certified, hospital-based child advocacy center in the New York metro area, the center provides free emergency medical treatment and psychosocial evaluations for abused or neglected children. It also offers abuse-prevention programs for at-risk families and mental health services for children and their families.

Who is it for? Children and families in the Bronx and surrounding areas.

Why do they do it? To improve the health and quality of life for Bronx residents, particularly children. More than 40 percent of children in the Bronx live in families whose income is below the federal poverty level. The local child hospitalization rate is nearly double the national rate.

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St. Vincent Regional Medical Center – Santa Fe, New Mexico

Program: Christmas for Kids

What is it? This winter coat giveaway program provides more than 500 kids from 15 different Santa Fe elementary schools with a new winter coat. St. Vincent employees are given a tag with a name and coat size and then they each purchase a coat. Children in need of coats are identified by teachers and school administrators, who submit their sizing information to St. Vincent staff.

Who is it for? Underprivileged children whose parents cannot afford to buy them a winter coat.

Why do they do it? The program allows St. Vincent employees and the community to contribute to a worthy cause while addressing the needs of underprivileged children within the community.

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Health Promotion

It takes more than blood pressure checks and medications to sustain a healthy lifestyle. It takes an understanding of the behaviors that cause poor health. The programs in this section combine education and support to promote healthier lifestyles and improve health, one person at a time.

Health Promotion

San Juan Regional Medical Center – Farmington, New Mexico

Program: Health Topics in the Navajo Language

What is it? San Juan Regional Medical Center provides regular radio broadcasts on a variety of health topics, from healthy eating to diabetes to childhood immunizations, on a Navajo language radio station. Two 10-minute segments, as well as a 60-second short topic, are prepared in English every month. A Navajo-speaking nurse translates them for broadcast.

Who is it for? Navajos in the Four Corners area who speak only Navajo or speak it as their first language.

Why do they do it? Native Americans suffer greater disease rates than most other populations. Part of the problem is overcoming the language and distance barrier when providing health education.

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Intermountain Healthcare – Salt Lake City, Utah

Program: Intermountain's LiVe Campaign

What is it? This educational campaign teaches children that it is cool to eat healthfully and be fit. The campaign includes public service announcements, paid advertisements, an interactive Web site, educational materials, and grassroots outreach through school assemblies, featuring an Emmy Award-winning play about healthy choices. There is a Spanish language version of the program called ViVe.

Who is it for? Utah children with a target age of 11–15.

Why do they do it? To lower rates of childhood obesity by giving kids and their families tools to make healthy decisions about food and physical activity.

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River Region Health System – Vicksburg, Mississippi

Program: Women's Health Expo

What is it? This free community event focuses on women's and children's health issues, and raises breast cancer awareness. Attendees have access to physicians, dietitians, therapists, support groups, and

also receive health screenings. Free seminars cover a range of health topics, including urinary incontinence, diabetes, hysterectomy options, and teenage immunization. Heart-healthy cooking demonstrations, a vendor expo offering products and services of interest to women, and a fashion show targeted to raise breast cancer awareness round out the offerings.

Who is it for? Women of all ages in the area served by River Region Health System.

Why do they do it? Women in Mississippi have a high propensity for heart disease, obesity, and diabetes.

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St. Vincent Randolph Hospital – Winchester, Indiana

Program: Farm Health Initiative

What is it? This program “goes where the farmers are” to provide screening and wellness services to farm families. In addition to tetanus shots and various screenings, such as blood pressure, skin cancer, depression, blood sugar, and lung capacity, the program encourages farm families to find a primary care provider. The innovative education component includes farm hazard education for children and farm-setting rescue training for first responders.

Who is it for? Local farmers and their families.

Why do they do it? Farmers and their families work in a high-stress, hazardous environment and are likely to carry only catastrophic health insurance with high deductibles.

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Texas Children's Hospital & St. Luke's Episcopal Health System – Houston, Texas

Program: Medical Information Center at the Consulate General of Mexico-Houston

What is it? Operating inside the Consulate General of Mexico, the center and its interactive bilingual Web site, Project Safety Net, serve as a resource for Houston's health care system. Visitors are guided to clinics in their community, while a kiosk



offers information—in five different languages—on common illnesses affecting the community. The center is staffed by bilingual volunteers from the two hospitals.

Who is it for? The Houston community, including the consulate's 95,000 annual visitors.

Why do they do it? To provide information to potential patients who lack resources but need care. The center helps lift the strain on local emergency rooms by steering patients to health care facilities closer to their homes.

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WellStar Health System – Marietta, Georgia

Program: School Health Programs (K–5)

What is it? School Health Programs are 45-minute preventive care lessons taught in local elementary schools, at the school's or a teacher's request. Students from kindergarten to fifth grade receive grade-specific lessons on hygiene, nutrition, water safety, animal safety, wheeled-sports safety, child-passenger safety, Internet safety, and dental care. More than 75,000 children benefit from this program yearly.

Who is it for? Elementary school children in Cobb, Douglas, Paulding, and Cherokee Counties in northwest Georgia.

Why do they do it? By informing and educating in a manner consistent with the school curriculum and the age of the child, the program will create healthy living habits early on.

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West Virginia University Children's Hospital – Morgantown, West Virginia

Program: Kids' Health Fair

What is it? This annual event promotes the importance of health, wellness, and safety. In addition to free health screenings, the fair features kid-friendly entertainment and exhibitors with hands-on or physical activities for the children. In the past, these have included a kids' walk, an opportunity for kids to enjoy a healthy breakfast with a character, and child-seat safety checks.

Who is it for? Children age 12 and under and their parents.

Why do they do it? Twenty-eight percent of West Virginia's low-income children are overweight or at risk of becoming overweight. Activities at the fair help educate families about the importance of being active and living a healthy lifestyle.

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Woman's Hospital – Baton Rouge, Louisiana

Program: Perinatal HIV: Know Your Status, Protect Your Baby

What is it? This campaign works to ensure that women know their HIV status and that babies born to HIV-positive mothers receive the most up-to-date preventative treatment. Initiatives include patient, physician, and staff education; case management; hospital protocols; and the distribution of teaching materials at community outreach programs.

Who is it for? Women of childbearing age in the hospital's service area and babies born at Woman's Hospital.

Why do they do it? In 2004, Baton Rouge ranked third in the nation in the number of AIDS cases per 100,000. With intervention, the rate of transmission of HIV from mothers to newborns could drop from nearly 30 percent to under 2 percent.

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Health Promotion

University Hospitals Bedford Medical Center – Bedford, Ohio

Program: Dare to C.A.R.E.

What is it? This new community outreach program screens participants for vascular disease of the carotid arteries, abdominal aortic aneurysms, renal artery disease, and extremity artery disease. Three University Hospitals (UH) facilities participate: UH Bedford Medical Center, UH Geauga Medical Center, and UH Richmond Medical Center. Screenings are free for the target group.

Who is it for? Individuals age 60 and older, and younger people with significant risk factors for cardiovascular disease, such as smoking, high cholesterol, high blood pressure, and obesity.

Why do they do it? The program is designed to detect cardiovascular disease in the early, treatable stages.

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St. Joseph's Hospital – Chippewa Falls, Wisconsin

Program: Be A Friend 4 Life

What is it? A breast cancer education and awareness campaign, the program sends education packets to women requesting information. Each free packet contains a pink bracelet, a mirror cling reminder for monthly breast self-examination, a breast-cancer information brochure, and note cards for women encouraging five others to have a mammogram.

Who is it for? All women in the community, especially those age 40 and older.

Why do they do it? Breast cancer remains one of the leading forms of cancer in women, yet is one of the most highly treatable cancers if detected early.

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Renown Health – Reno, Nevada

Program: Baby Track

What is it? Baby Track is an outbound telemonitoring program to ensure that babies are immunized.

Who is it for? All babies born at Renown Regional Medical Center.

Why do they do it? Underinsured and transient families are less likely to follow immunization guidelines due to lack of awareness and struggles with financial priorities; these are often the same families who are at high risk for contracting communicable diseases. Because 65 to 70 percent of all the county's deliveries occur at Renown Regional, the program has a substantial opportunity to prevent communicable diseases in northern Nevada.

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Buffalo Hospital – Buffalo, Minnesota

Program: DAAN

What is it? DAAN—a Native American word meaning to live a healthy, balanced life—offers hands-on elementary curriculum, adult wellness education, and a new fitness laboratory to help participants take control of their health. DAAN's services can be found in schools, businesses, and other community sites.

Who is it for? The Buffalo community.

Why do they do it? The Centers for Disease Control and Prevention report that, for the first time in 100 years, children's life expectancy is projected to decline, due mainly to inactivity, poor nutrition, and weight management. Minnesotans are gaining weight at a faster pace than the rest of the nation, with a 132 percent rise in obesity since 1990.

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Community Health Education Resources (CHER) – Spokane, Washington

Program: O.C. Olson Diabetes Center

What is it? Run by CHER, a collaboration between the health education resources of Providence Health Care and Empire Health Services, the center offers comprehensive diabetes education focused on diabetes prevention and self-management. Classes and personal consultations are provided by registered nurses and dietitians who are certified diabetes educators. Education topics range from behavioral changes and physical activity to blood glucose monitoring and insulin management.



Who is it for? Type 1, Type 2, and gestational diabetics.

Why do they do it? As in many communities across the country, diabetes is on the rise in Spokane and the surrounding communities throughout eastern Washington.

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Frisbie Memorial Hospital – Rochester, New Hampshire

Program: Healthy Moves

What is it? This six-week pilot nutrition program is a collaboration between the hospital's food and nutrition department and Rochester Middle School's physical fitness program. Topics include "good-start" breakfasts, healthy snacking, improving body image to avoid the pitfalls of eating disorders, fruits and vegetables, and sources of calcium and fiber.

Who is it for? Elementary and middle school students, and eventually high school students.

Why do they do it? Obesity, eating disorders, food-centered addictions, and physical inactivity need to be addressed more regularly. Middle school children are old enough to independently prepare snacks or effect dietary changes within their family and in the school cafeteria, if they're motivated to do so.

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Gundersen Lutheran Health System – La Crosse, Wisconsin

Program: Mercury Elimination Project

What is it? Within the organization, Gundersen Lutheran Health System eliminated blood pressure cuffs, thermometers, and lab fixatives containing mercury. To help reduce mercury in the community, the health system conducted a mercury thermometer exchange that resulted in the distribution of more than 300 free digital thermometers and public education about the dangers of mercury.

Who is it for? The entire community.

Why do they do it? Mercury, a potent neurotoxin and developmental toxin, can impact human health even at extremely low levels. Eliminating mercury helps protect vulnerable populations like infants, pregnant mothers, and young children.

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Legacy Health Systems – Portland, Oregon

Program: Trauma Nurses Talk Tough (TNTT)

What is it? Trauma nurses counsel young people about the consequences of reckless driving and other unsafe behaviors, through age-appropriate slide and lecture presentations featuring true stories of people injured as a result of unsafe behaviors and the attendant consequences. The series is presented in schools, court-ordered classes for juvenile and traffic court offenders, and various community clinics. Twenty hospitals in 12 states now use TNTT resources.

Who is it for? Residents throughout the Portland area.

Why do they do it? To help individuals, especially young people, make safer decisions.

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Lowell General Hospital – Lowell, Massachusetts

Program: Chelmsford High School CPR Anytime

What is it? This program has trained more than 200 sophomores in CPR. Each student receives a CPR Anytime kit and is encouraged to then teach CPR to four or five friends and family members, thereby teaching CPR to more than 800 to 1,000 people in town. The high school also has put automated external defibrillators on every floor of the building.

Who is it for? Sophomores in a local high school.

Why do they do it? The program was sparked by the American Heart Association's new goal of motivating more laypeople to learn CPR, which can increase survival chances for anyone who experiences sudden cardiac arrest.

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Health Promotion

Memorial Hospital and Manor – Bainbridge, Georgia

Program: Team Lean

What is it? Conducted in partnership with the Bainbridge/Decatur County YMCA, Team Lean is a 12-week, community-wide weight-loss competition among five-person teams. In addition to weekly weigh-ins and cash prizes, the program encouraged participation by waiving the initial YMCA membership fee, giving free cholesterol and glucose screenings at the beginning and end of the competition, and holding free nutrition and exercise education courses for every participant.

Who is it for? The entire community.

Why do they do it? To proactively address the obesity epidemic, rather than retroactively treating obesity-related diseases.

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Mercy Hospital, Coon Rapids & Unity Hospital, Fridley – Minnesota

Program: Healthy School Initiative, aka “Power Hour”

What is it? This collaborative program between the hospitals and the local school district combines an after-school exercise program with nutrition instruction, including connections with the students’ classroom, the cafeteria, and their family. Topics have included the food pyramid, portion sizes, and how to interpret information on food nutrition labels.

Who is it for? Third, fourth, and fifth grade students at the program sites in the Anoka-Hennepin School District.

Why do they do it? The hospital system has identified reducing childhood obesity as a priority public health goal. The number of overweight children has doubled in the past 20 to 30 years; currently one child in five is overweight.

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Deaconess Medical Center & Empire Health Services – Spokane, Washington

Program: American Cancer Society (ACS) Resource Center

What is it? Staffed solely by trained adult and college volunteers, many of whom are cancer survivors, the ACS Resource Center offers educational materials specific to a diagnosis, information on community resources, and immediate access to cancer specialists through a designated ACS hotline. Volunteers assist cancer patients with wigs and scarves if requested, and also may visit patients in their rooms, upon request. The center is conveniently located inside the hospital.

Who is it for? Newly diagnosed cancer patients and their families.

Why do they do it? To provide comfort and encouragement, and serve as a resource to patients who might not know where to turn after a cancer diagnosis.

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Clarian Health – Indianapolis, Indiana

Program: Committed to Kids’ Health

What is it? This school- and family-based program educates children about healthy behaviors and targets those most at risk. The program offers parents a sensible weight-management curriculum that highlights fun physical activity, lifestyle changes, and nutrition education. Classroom activities teach children how to maintain a healthy lifestyle by engaging in age-appropriate activities.

Who is it for? School-aged children and their families.

Why do they do it? The hospital has identified health and fitness as a key priority, given the high rates of youth obesity. The program aims to empower children to make healthy life choices and changes, in terms of nutrition and physical activity.

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Washington Regional Medical Center – Fayetteville, Arkansas

Program: Faith in Action

What is it? This volunteer-based program provides homebound seniors with free non-medical services, including transportation, shopping, yardwork, and minor home repairs. Volunteers provide friendly visits to socially isolated residents and telephone reassurance to check on those who are homebound.

Who is it for? Seniors and people with disabilities at least 60 years old in Washington and Benton counties.

Why do they do it? As of 1999, 18.7 percent of the Arkansas population was at least 60 years old—making it the sixth oldest in the country—and approximately 26.5 percent live alone. A national study in 1994–1995 found that more than 6.5 million elderly Americans reported difficulties with daily activities.

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Geary Community Hospital (GCH) – Junction City, Kansas

Program: Geary Community Oral Health Initiative

What is it? Addressing two factors of the dental crisis, education and access, GCH developed standards for emergency department dental care for the indigent and uninsured. The hospital has provided screening equipment and oral-health educational materials for use at agencies, health fairs, and school events. GCH also provided support for the building of a local dental clinic serving the underserved and uninsured.

Who is it for? Everyone in the GCH patient area.

Why do they do it? A health survey confirmed that the lack of basic dental care was the area's top health concern.

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M-POWER Ministries – Birmingham, Alabama

Program: M-POWER Clinic

What is it? The clinic—a partnership between churches and health care providers, including Brookwood Medical Center, Princeton Baptist Medical Center, St. Vincent's Birmingham, Trinity Medical Center, and UAB Medical School—serves those who are working or are transitioning off welfare but without health insurance. It offers regular checkups; school physicals; treatment of minor illnesses, injuries, and sexually transmitted diseases; and domestic violence counseling. All patients are first seen by a social worker, who gets to know the issues they are facing.

Who is it for? Area residents.

Why do they do it? M-POWER grew out of an initial collaboration between area churches and the desire to support families and neighborhoods in urban Birmingham.

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Washington, DC Metro Area – Children's National Medical Center, Georgetown University, The George Washington University, Howard University, MedStar Health and MedStar Research Institute, University of Maryland, and Washington DC Veterans Affairs Medical Center

Program: Washington Regional Institute for Clinical and Translational Science (WRICTS)

What is it? This consortium aims to nurture collective research efforts, as well as broader collaboration and resource-sharing among its member institutions. WRICTS also will partner with the DC Department of Health to address problems of particular importance to the District, including cancer, diabetes, HIV/AIDS, and obesity.

Who is it for? The Washington, DC community and surrounding areas.

Why do they do it? The District is known for the diversity of its resources, but also for the often disproportionate health problems affecting its population. WRICTS endeavors to more rapidly deploy the insights from medical research to both improve existing medical therapies and make treatments available to those who need them most.

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Health Promotion

Suburban Hospital – Bethesda, Maryland

Program: Parenting Workshops

What is it? With the YMCA, Suburban Hospital offers a parenting workshop twice a year on issues affecting families. Topics range from parenting essentials to building your child's confidence. The most recent workshop, "Angry Children/Angry Parents: Getting to Calm," was led by a licensed marriage and family therapist and addressed the heat of family conflict, including what causes anger in children and how parents can help their children manage and express their anger constructively.

Who is it for? Area parents.

Why do they do it? Parenting is a difficult job, and this series helps community residents address the issues facing many parents today.

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Mercy Memorial Hospital System – Monroe, Michigan

Program: Smoking Cessation Program

What is it? This free smoking cessation program includes counseling and medication, such as nicotine patches. As of early 2007, more than 40 percent of program participants have successfully quit smoking, compared to the national quit rate of 22 percent.

Who is it for? All members of the community who wish to quit smoking.

Why do they do it? Michigan is in the midst of a transformation with 22.1 percent of adults who are smokers, while only 17 percent of youth smoke. Mercy Memorial recognizes the burden that smokers put on the health care system. This program is designed to help the community continue in the battle against tobacco addiction.

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St. Dominic-Jackson Memorial Hospital – Jackson, Mississippi

Program: Care-A-Van Outreach Program

What is it? With a focus on health prevention, this 42-foot mobile clinic travels throughout Central Mississippi conducting screenings and education programs for school-age children and the elderly. A typical screening includes checks for vision and hearing problems, appropriate height and weight, blood pressure, and scoliosis. When potential health problems are found, patients are referred to the appropriate sources for proper treatment.

Who is it for? Children who do not have access to preventative health care.

Why do they do it? The Care-A-Van targets segments of the community where there is an identified need for health screenings.

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Winner Regional Healthcare Center - Winner, South Dakota

Program: The Pink Posse

What is it? The Pink Posse arose following a breast cancer awareness program sponsored by the health care center. The group provides breast cancer patients support, resources, and hope during difficult times. There are no meetings to attend or fees to pay; the Pink Posse simply provides assistance as needed. Services include financial assistance for mammograms, wigs, prostheses, educational materials, and emotional support.

Who is it for? Women from the center's seven-county service area in south central South Dakota and north central Nebraska.

Why do they do it? The organization aims to provide breast cancer patients with education, support, and resources.

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Hodgeman County Health Center – Jetmore, Kansas

Program: Annual Women’s Health Night

What is it? The Annual Women’s Health Night focuses on current women’s health issues. Health care professionals present on topics such as women’s urinary incontinence, hormone replacement therapy, domestic violence, benefits of regular exercise, and breast cancer awareness. Attendees also play games and win prizes.

Who is it for? The women of Hodgeman County.

Why do they do it? Managers and employees of the health center decided there was a strong need to educate the local community on health-related issues. Women’s issues were earmarked as the first goal. A committee of interested individuals was formed and began identifying several issues facing women in the county.

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Howard University Hospital – Washington, DC

Program: Routine HIV Screening for All Patients

What is it? All hospital patients are given the option of testing for HIV with an oral swab screening that delivers results in 20 minutes with 99.8 percent accuracy. Patients who test positive are referred to the hospital’s Center for Infectious Disease Management and Research for secondary testing and follow-up care.

Who is it for? All patients between the ages of 14 and 84.

Why do they do it? Some 40 percent of the one million Americans living with HIV get sick before they discover they are infected, according to the *New England Journal of Medicine*. Meanwhile, DC’s HIV prevalence rate is more than twice the national average.

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Heart of America Medical Center – Rugby, North Dakota

Program: Heart of America Outreach

What is it? The program provides physical therapy services and wellness education to outlying rural communities and organizations. The hospital works with area school systems, skilled nursing facilities, correctional facilities, basic care homes, and high school athletic programs. It also provides education on general wellness, exercise, back safety, and ergonomics to local businesses and schools and at various community functions.

Who is it for? Any individual or organization in the region lacking direct access to physical therapy services.

Why do they do it? In a rural area, many people do not have access to physical therapy and rehabilitation services. The program helps improve the quality of health care services provided to the region.

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Director of physical therapy services

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St. Peter’s Hospital – Helena, Montana

Program: For Women Only!

What is it? The wellness fair offers free health screenings, educational booths, and physician presentations for women, as well as free massages, skin consultations, and entertainment, such as a fashion show. More than 50 community organizations have booths offering information on exercise, pregnancy, heart disease, breast self exams, tobacco cessation, stress reduction, diabetes, and skin cancer. In addition to several free screenings, attendees can get bone density screenings and flu shots for \$20 each.

Who is it for? Women residents of the St. Peter’s Hospital service area.

Why do they do it? This program provides women with an interesting and entertaining way to focus on health and wellness issues.

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Health Promotion

La Rabida Children's Hospital – Chicago, Illinois

Program: La Rabida Community Asthma Program for Children (LCAPC)

What is it? LCAPC works with the Chicago Public Schools to identify children with asthma in at-risk communities. School staff, students, and parents are taught the signs and triggers of asthma, as well as how to respond in an emergency, and how to reduce environmental asthma triggers. Since its inception, the program has identified 11 percent of children with previously undiagnosed asthma. LCAPC then connects these students with the proper medical resources.

Who is it for? Students in the Chicago public schools and their families.

Why do they do it? Asthma causes more pediatric hospitalizations than any other chronic condition and results in as many as 14 million lost school days each year.

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Saint Vincent Health System – Erie, Pennsylvania

Program: Project Heart Start

What is it? Project Heart Start offers automated external defibrillators, designed for use by first responders to the scene of a cardiac arrest, at cost to local institutions such as churches and schools. Saint Vincent provides training and support.

Who is it for? Everyone who lives or works in the region.

Why do they do it? Each year, 225,000 Americans are struck by sudden cardiac arrest. Approximately 95 percent of them do not survive. Chances of survival decrease 7 to 10 percent every minute—the average emergency response time is 8 to 12 minutes. An electrical shock from a defibrillator is the single most effective way to restore a normal heart rhythm.

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Coordinator

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Regional West Medical Center – Scottsbluff, Nebraska

Program: Drive-Through Flu Shot Clinics

What is it? The hospital joined with a local physicians' group to encourage flu vaccinations. Nurses and student nurses volunteered for two-hour shifts on two separate Saturday mornings to give flu shots to patients who waited in their cars. Before the first clinic, a team of nurses drove around town in a VW "Flu Bug" to give shots to local media personalities, generating positive publicity.

Who is it for? People at high risk for getting the flu.

Why do they do it? Staff anticipated that the flu vaccine crisis of 2004 might discourage people from getting flu shots. The drive-through clinics increased the convenience, speed, and efficiency of getting flu shots.

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Marketing and public relations specialist

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The Westerly Hospital – Westerly, Rhode Island

Program: Prostate Health Community Education Program

What is it? The Prostate Health Community Education Program is one of more than a dozen free programs The Westerly Hospital offers to the community each year. Topics range from bike safety to nutrition, giving attendees important and useful information on how to lead healthier, safer lives. More than 500 community members benefit from seminars annually.

Who is it for? Residents of Westerly and surrounding areas.

Why do they do it? The convenience, informality, and ease of attending seminars—no formal appointment or referral is needed—makes procrastination less likely and helps Rhode Island residents improve their health.

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Access and Coverage

Nearly 47 million Americans are uninsured. Every day, the caregivers in America's hospitals see that the absence of coverage is a significant barrier to getting people the right care, at the right time, in the right setting. Knocking down those barriers to care is a big part of the work hospitals do. The programs that follow demonstrate the strong commitment hospitals have to ensuring that everyone gets the care they need regardless of their ability to pay.

Access and Coverage

Bon Secours St. Francis Health System – Greenville, South Carolina

Program: St. Francis Health Express Mobile Dental Unit

What is it? Bon Secours St. Francis Health System, with community partners Greenville Tech Dental Program, New Horizon Family Health Services, and United Way of Greenville County, offers low-cost access to oral health care. Through this service partnership, the St. Francis Health Express Mobile Dental Unit provides dental services on a sliding fee scale.

Who is it for? Low-income, uninsured, and Medicaid-covered persons in Greenville and surrounding counties.

Why do they do it? Oral disease is the most common chronic health problem among children, yet many low-income families cannot access regular dental care. Lack of dental hygiene can lead to more serious ailments, including heart disease, and affect learning among the young.

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Baptist Hospital Northeast – La Grange, Kentucky

Program: Community Care Clinic

What is it? The clinic—staffed entirely by volunteer physicians, nurses, and Spanish translators—offers free health care, prescription drug assistance, and referrals to free and low-cost primary and specialty care. The clinic, open one night a week, serves about 7 to 10 patients each night. Baptist Hospital Northeast provides office space and acts in an ongoing consulting role, and most of the clinic volunteers are hospital employees.

Who is it for? Low-income, uninsured Oldham County residents.

Why do they do it? The Medical Task Force of the Metro United Way Community Solutions Committee identified the need for non-emergency care for people without insurance.

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Capital Health System – Trenton, New Jersey

Program: Mercer Area Early Intervention Services

What is it? Capital Health System's Mercer Area Early Intervention Services provide at-risk minority adults/adolescents with HIV/AIDS outreach. Outreach includes HIV education, HIV testing and counseling, and immediate access to treatment and support services for individuals identified with HIV infection. Capital Health System collaborates with other local organizations, schools, and churches through at least six community awareness/education events throughout the year.

Who is it for? At-risk minority adults/adolescents in the Trenton community.

Why do they do it? The overwhelming majority of these patients cannot afford subspecialty care due to lack of insurance. Also, because of liability concerns, many physicians are refusing to treat patients with complicated diagnoses when they have HIV infection.

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Vermont Children's Hospital at Fletcher Allen Health Care – Burlington, Vermont

Program: University Pediatrics Immigrant Clinic

What is it? This clinic currently serves about 400 refugee and immigrant children, mostly from Somalia, two days a week. The designated medical and scheduling staff works closely with the Vermont Refugee Resettlement Program, a field office of the U.S. Committee for Refugees and Immigrants; the Vermont Department of Health; the Visiting Nurse Association; and local schools.

Who is it for? New immigrant and refugee children up to age 21, regardless of country of origin or insurance.

Why do they do it? Approximately 250 Somali Bantu have relocated to Burlington since 2003. Many had been living in refugee camps for over a decade and had received little, if any, medical care.

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Lucas County Health Center – Chariton, Iowa

Program: Healthy Hearts Promoting Healthy Minds

What is it? This 5K run/walk event raises \$10,000 each year to offset the costs of providing mental health services to those with financial need. In addition to raising much-needed funding, the event highlights the connection between physical exercise and mental health.

Who is it for? Interested participants in Lucas County.

Why do they do it? Lucas County has a high level of under- and uninsured patients in need of mental health and substance abuse treatment services. More than 60 percent of the patients served by Lucas County Health Center are dependent on Medicare and/or Medicaid, and the reimbursement level for those services in Iowa is among the lowest in the nation.

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McCall Memorial Hospital – McCall, Idaho

Program: Community Care Clinic

What is it? The clinic is a collaborative effort between the community, the health department, and a local drugstore to provide health care for uninsured adults in the area. The hospital provides diagnostic testing, and the drugstore provides medications at cost. The clinic is open one evening a week at the Central District Health (health department) office.

Who is it for? Uninsured adults 18 to 65 who are unable to afford health care services.

Why do they do it? Though the state has health care programs for children and in some cases their parents, the health care needs of many uninsured adults had gone unmet until the clinic opened in June 2007.

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Memorial Health Care System, Erlanger Hospital System, Parkridge Medical Centers, & Siskin Hospital for Physical Rehabilitation – Chattanooga, Tennessee

Program: Project Access

What is it? Project Access offers access to medical care for low-income people without insurance. Community clinics, primary care programs, and partner social service agencies can refer patients for the program, which provides donated physician care, hospital care, and medication assistance.

Who is it for? Hamilton County residents whose family income is below 150 percent of the poverty level and are not eligible for health insurance or other medical benefits, and who have a current medical need or condition that requires treatment.

Why do they do it? Many Hamilton County residents work low-paying jobs with no health benefits and earn too much to qualify for medical aid programs but not enough to afford insurance.

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California's Bay Area – Alta Bates Summit Medical Center; California Pacific Medical Center; Endoscopy Center of Marin; John Muir Medical Center, Walnut Creek; Kaiser Permanente, Fremont; Kaiser Permanente, Hayward; Kaiser Permanente, Oakland; Kaiser Permanente, Redwood City; Kaiser Permanente, Richmond; Kaiser Permanente, San Francisco; Kaiser Permanente, San Rafael; Kaiser Permanente, Santa Rosa; Kaiser Permanente, South San Francisco; Marin General Hospital; Mills-Peninsula Hospital; Novato Community Hospital; San Francisco General Hospital; St. Rose Hospital; and Santa Rosa Memorial Hospital.

Program: Operation Access

What is it? Operation Access mobilizes a network of primary care community clinics, participating hospitals, and medical professionals to provide donated outpatient surgical care to uninsured patients. The program now receives referrals from 60 community clinics throughout six Bay area counties, and involves 19 participating hospitals and

Access and Coverage

over 400 volunteer health professionals. Operation Access is working with health providers in Orange County to replicate the program.

Who is it for? Uninsured Californians residing in the six-county service area.

Why do they do it? To promote medical volunteerism on a local level while providing simple yet life-changing treatments to uninsured people who lack access to necessary care.

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CEO

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Spectrum Health – Grand Rapids, Michigan

Program: *Programa de Apoyo a Nuestra Comunidad* (PANC), Helping Our Community

What is it? PANC helps Hispanic families new to the area in accessing health care and navigating community resources. Services include access to primary care and health coverage, plus education on preventive care and community resources. Clients are encouraged to learn English and are assisted in locating employment.

Who is it for? Hispanics new to Kent County who have been in the U.S. for less than one year.

Why do they do it? Hispanic populations new to the U.S. are unfamiliar with the primary care provider model and often do not know how to access various community services. They frequently turn to emergency departments to provide primary as well as emergency care.

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Northern Hospital of Surry County – Mount Airy, North Carolina

Program: Medical Ministries Clinic

What is it? This clinic serves the medical needs of Surry County's indigent population. Volunteer doctors and nurses and all hospital staff treat 40 to 50 patients every Tuesday night. The hospital donated equipment for the clinic plus it picks up the cost of lab work and X-rays. Pharmaceuticals are purchased through the hospital.

Who is it for? Members of the county's indigent population who have been qualified by volunteer social workers as uninsured and on a limited income.

Why do they do it? Planning for a free medical clinic began in 1992 after determining there was a target population of 8,000 in Surry and neighboring counties with inadequate access to medical care.

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University of Virginia Health System – Charlottesville, Virginia

Program: UVa Health System Remote Area Medical (RAM) Program

What is it? The RAM Clinic is a two-and-a-half-day free clinic held in Wise, VA, each July. On-site participating clinical services include internal medicine, gynecology, cardiology, nephrology, gastroenterology, geriatrics, and ENT. Other services—including psychiatry, dermatology, and ophthalmology—are offered through the health system's telemedicine network, which provides ongoing specialty care to the uninsured.

Who is it for? Residents of southwestern Virginia, Kentucky, and Tennessee.

Why do they do it? UVa Health System is helping to meet the immediate health care needs of 188,000 residents in southwestern Virginia (an area known as "Coal Counties"), while developing resources for sustained care.

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WellSpan Health – York, Pennsylvania

Program: Oral Health Task Force in York and Adams Counties

What is it? Composed of dentists, social service organizations, the business community, and government officials, this task force raises awareness of oral health issues. A dental summit addressed barriers to dental care, such as patients' lack of dental insurance, while new dental clinics—including one in a Head Start facility—have improved community access to dental care.

Who is it for? Low-income and Medicaid-eligible families that reside in York and Adams Counties.

Why do they do it? To address the serious disparities in access to oral health care, especially for low-income populations, and to call attention to the importance of good oral hygiene and early dental care for children under the age of three.

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Adirondack Medical Center – Saranac Lake, New York

Program: Uninsured Task Force

What is it? Including representatives from area organizations, health care providers, and state and federal agencies, the task force works to reduce the number of residents in rural upstate New York without health insurance. It has educated the community about government programs open to children without health insurance and worked with Excellus BlueCross BlueShield on low-cost insurance for people who do not qualify for government programs but cannot afford “traditional” insurance.

Who is it for? Uninsured residents of a targeted region of rural upstate New York.

Why do they do it? To ensure that all area children have health insurance and to reduce the number of uninsured adults by 25 percent.

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President and CEO
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Beatrice Community Hospital and Health Center – Beatrice, Nebraska

Program: Ready-Set-Go

What is it? This annual back-to-school event provides low-income children in grades kindergarten through 12 with sports physicals and supplies for the school year. Each child receives toiletries; a backpack filled with school supplies; coupons and vouchers for clothing and haircuts; hearing, vision, and dental screens; a public library card; and a variety of health information.

Who is it for? Low-income Gage County families who do not have a physician or who are new to the area.

Why do they do it? Getting the best start to the school year is vital to children's success in school. Being ready for school means not only being physically healthy, but also having school supplies and clothing.

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Billings Clinic – Billings, Montana

Program: Community Crisis Center

What is it? The clinic provides assessment and referral to people requiring integrated mental health, chemical dependency, and social services, 24 hours a day, seven days a week. The licensed Montana mental health center provides a single point of access for people with co-occurring mental illness/substance abuse disorders.

Who is it for? At-risk individuals in the Billings and surrounding communities.

Why do they do it? A 2006 community-wide survey identified access to mental health services as a primary need. Psychiatric and substance abuse diagnosis combined represented 45 percent of all Billings Clinic Emergency Department presentations (as well as a disproportionate number of uninsured), but the stigma frequently deters people from seeking treatment.

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Community health care advocate
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Access and Coverage

Heartland Health – St. Joseph, Missouri

Program: Patee Market Youth Dental Clinic

What is it? This pediatric dental clinic was opened at Heartland Regional Medical Center. All dental work is performed by a dentist. Students from the University of Missouri-Kansas City School of Dentistry also rotate through the clinic working alongside the dentist. Oral surgery is provided for patients in need of extensive care. Since the clinic's inception, there have been fewer visits to school nurses for mouth pain, and school attendance has improved among clinic patients.

Who is it for? The nearly 20,000 children covered by Medicaid in 15 counties of northwestern Missouri.

Why do they do it? Dental care was virtually non-existent for Medicaid-covered children enrolled in the St. Joseph School District.

Contact: Donna Wilson
Youth health coordinator

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Palmetto Health – Columbia, South Carolina

Program: Richland Care

What is it? A coordinated health care delivery system for low-income, uninsured individuals, Richland Care incorporates access to prescription drugs, case management for select patients, a 24-hour nurse call line, and health education. The system also includes specialty services, thanks to a capitation-like per-member, per-month payment mechanism coupled with a \$20 patient co-payment.

Who is it for? Low-income, uninsured residents of Richland County.

Why do they do it? A coordinated care system could bring about a more appropriate utilization of Richland County's abundance of health resources for the uninsured and medically underserved.

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Director of corporate communications

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St. Joseph's Regional Medical Center, Paterson & St. Joseph's Wayne Hospital, Wayne – New Jersey

Program: The Women's Heart Center at St. Joseph's

What is it? This comprehensive cardiac risk screening and community education program serves women from all racial, ethnic, and socio-economic backgrounds. The Advanced Practice Nurses who provide the evaluations also educate women about specific modifiable risk factors and provide strategies for heart-healthy living.

Who is it for? All women who live in Passaic and Bergen Counties and the surrounding areas, with an emphasis on minority and economically disadvantaged women.

Why do they do it? To improve women's awareness of heart disease, including risk, symptoms, and treatment, and to reduce the cultural, racial, economic, and language barriers in the identification and treatment of heart disease in women.

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Swedish Medical Center, Englewood; Porter Adventist Hospital, Denver; & Littleton Adventist Hospital, Littleton – Colorado

Program: Doctors Care

What is it? Doctors Care provides primary and specialty medical services at significantly reduced fees to the medically underserved in South Metro Denver. Adults over 30 are assigned to a volunteering physician, while the Doctors Care Clinic provides 6,000 patient visits a year, five days a week, to children and young adults up to age 30.

Who is it for? Low-income residents of South Metro Denver.

Why do they do it? Healthy residents are happier, more active, and better contributors to their community. Research indicates that people who have access to comprehensive medical and mental health services are less likely to visit local hospital emergency departments for routine health care.

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Scottsdale Healthcare – Scottsdale, Arizona

Program: Neighborhood Outreach Action for Health (NOAH)

What is it? Two full-time, multi-service health centers and a mobile clinic, NOAH provides integrated primary care services including preventive care, vaccinations, and dental health services. A prenatal program offers comprehensive care for expectant mothers, including prenatal vitamins, radiology services, education, and screening for postpartum depression. A diabetes program combines individual assessment and intervention with ongoing education and group support.

Who is it for? The underserved and uninsured children of the Scottsdale and Paradise Valley Unified School Districts, and their families.

Why do they do it? Prevention is the ultimate goal of the program—healthy families result in healthy communities.

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Mountain View Hospital – Payson, Utah

Program: The Migrant Clinic

What is it? The annual event offers health screenings to Hispanic immigrants. Spanish-speaking medical personnel check blood pressure, cholesterol, and blood sugar, while school nurses give children immunizations and perform lice checks. Health information written in Spanish is provided.

Who is it for? Students in the Nebo School District and their families.

Why do they do it? The Hispanic population continuously has unmet health needs and is at a higher risk for diabetes. The majority of clinic patients are not covered by insurance and do not have the money for even the most basic health care needs.

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Trinity Health – Minot, North Dakota

Program: Free Clinic

What is it? The volunteer-staffed clinic provides free basic medical care to people without health insurance. Trinity provides free laboratory services, and its pharmacies participate in the clinic's Pharmacy of the Month program, where patients may fill prescriptions at a significantly discounted rate. The clinic receives close to 2,000 patient visits per year.

Who is it for? Those without health insurance.

Why do they do it? People without health insurance have limited options when it comes to accessing care. This contact with a primary care provider is essential and provides the basis for connecting with other health care services. The overall aim is to treat illness and provide health education.

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Quality of Life

Recognizing that the role of a hospital is not simply to treat illness but to strengthen communities, the programs in this section illustrate how hospitals provide peace of mind and better tomorrows for the communities they serve by building strong families, fostering safety, and creating opportunities for people to improve their lives.

Quality of Life

SouthEast Alaska Regional Health Consortium (SEARHC) – Sitka, Alaska

Program: Tlingit & Friends Bike Club

What is it? The bike club, launched in partnership with the Sitka Tribe of Alaska and the Steps to a Healthier Southeast Alaska program, will feature an ambassador program for advanced riders, who will serve as role models for other members and make presentations to local groups. Future plans include classes on bike mechanics, how to ride in the rain, and adaptive bikes for elders or disabled people. SEARHC includes Mt. Edgecumbe Hospital.

Who is it for? Sitka cyclists, especially tribal families and elders.

Why do they do it? To promote healthy physical activity among Alaska Natives. Engaging in moderate to vigorous physical activity lowers an individual's risk of obesity, diabetes, and heart disease, all of which are currently plaguing the Alaska Native population.

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St. Vincent's Health System – Birmingham, Alabama

Program: Jeremiah's Hope Skills Center

What is it? The job training program prepares individuals for entry-level medical positions, such as nursing assistants. Classes help students overcome low self-esteem and poor communication skills and model respect and compassion. The program assists graduates in their career plans.

Who is it for? People in the community, especially those living in poverty with few job skills.

Why do they do it? The center was established to meet the growing need for skilled health care workers in the Birmingham area. The program aims to provide students with the necessary work skills to qualify them for entry-level jobs with St. Vincent Hospital or with other local health care employers.

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Northern Cochise Community Hospital – Willcox, Arizona

Program: Willcox Young Guns

What is it? The community leadership program trains people who are ready—in terms of time and inclination—to be leaders, but do not yet have the expertise or confidence for leadership roles. Program graduates include the mayor and members of the city council and chamber board.

Who is it for? Any individuals, typically in the 19 to 60 years of age range.

Why do they do it? In a city of less than 4,000 that has little or no growth, the hospital board determined that without a viable community, there would soon not be a need for a hospital. The lack of young leaders was perceived as a component in the lack of progress.

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Winter Haven Hospital – Winter Haven, Florida

Program: Sage-ing

What is it? This series of workshops helps elders see aging as a blessing, not a burden. Each session introduces a new topic, such as forgiveness, accepting our mortality, mentoring, leaving a legacy, creativity in elders, and elders as healers. Other classes that enhance personal growth include journaling, yoga, and T'ai Chi.

Who is it for? Adults, especially those over 50.

Why do they do it? Winter Haven has a high percentage of retired persons. The culture provides little in the way of purpose or meaning for this age group. Individuals with a sense of purpose experience improved mental and physical health, greater happiness, and greater satisfaction with life in general.

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Mercy Medical Center – Cedar Rapids, Iowa

Program: Especially for Me Breast Cancer Survivor Wellness Study

What is it? A proactive way of helping cancer survivors deal with two prevalent long-term side effects of treatment—weight gain and fatigue. The free 12-week program consists of a guided exercise plan with a personal health coach, one-on-one consultation with a clinical dietician and occupational therapist, and small group educational sessions.

Who is it for? Women with breast cancer who have completed chemotherapy and/or radiation treatment within the previous three years.

Why do they do it? The most common side effects of breast cancer treatment are weight gain and fatigue, for which there are no medications or quick fixes. The program targets those side effects.

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Provena United Samaritans Medical Center – Danville, Illinois

Program: I Sing the Body Electric

What is it? Young people are given mini-grants to develop healthy lifestyle messages through the arts, be it music, creative writing, theater, or the visual arts. Projects are showcased at an Arts & Health Festival and in a tour of schools and community events. They also will be developed into posters for permanent display across Vermilion County.

Who is it for? Young people in Vermilion County.

Why do they do it? A survey of county high school students found that their top four health risks are drinking and driving, drug use, sexual behavior resulting in HIV infection or pregnancy, and suicide and depression. The student art aims to communicate healthier behaviors.

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Mayo Regional Hospital – Dover-Foxcroft, Maine

Program: Physically Challenged Club

What is it? This collaboration between the hospital and the local YMCA allows the chronically disabled to continue rehabilitation after their insurance benefits have ended. Club members use the YMCA pool each Monday and the fitness room on Wednesdays, under supervision of a physical therapist and trained volunteers.

Who is it for? Chronically disabled children and adults whose insurance benefits for physical therapy have reached the insurer's maximum benefit.

Why do they do it? Typically, people who suffer devastating injuries or a stroke get insurance coverage for physical therapy for a specific period of time. Once that time expires, the patient may still need therapy but may not be able to afford it.

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Lenoir Memorial Hospital – Kinston, North Carolina

Program: Healthy Community Challenge Series

What is it? This four-session program, taught by registered dietitians and fitness instructors, challenges participants to change specific lifestyle behaviors related to nutrition or exercise. Participants track their progress through an individual tracking tool and receive motivational e-mails between sessions.

Who is it for? All community members.

Why do they do it? Almost 78 percent of North Carolinian adults do not participate in any vigorous activity. About 37 percent are overweight, with adults in eastern North Carolina having significantly higher rates of obesity than the rest of the state. Given the above-average rates for hypertension, diabetes, and heart disease, the hospital initiated efforts to educate and motivate adults to adopt healthier lifestyle behaviors.

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Quality of Life

MediCorp Health System – Fredericksburg, Virginia

Program: Safe Driving for Seniors

What is it? MediCorp hosts two safety clinics each year; the free, 20-minute evaluation includes a review for seniors of the fundamentals of driving, as well as making sure their vehicles are appropriately adjusted. This includes a check for proper driving and steering-wheel positions, mirror adjustment, and seat-belt usage.

Who is it for? Seniors in the Fredericksburg community.

Why do they do it? As we age, physical and cognitive changes may require us to make changes to drive more effectively and safely. The program ensure that people are using the equipment in their cars correctly, thereby keeping the drivers safe and independent for as long as possible.

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Summersville Memorial Hospital – Summersville, West Virginia

Program: Marathon Scholars

What is it? The program challenges students to read 26 books and walk or run 26 miles in the school year. Those who complete the program receive a T-shirt and a medal for their achievement. The family physician who founded the program works with a local physical fitness enthusiast and the hospital's director of support services to perform entertaining, educational skits to motivate students. The group visits schools several times during the year for encouragement. Summersville Memorial provides financial support for the program.

Who is it for? Elementary school students in Nicholas County.

Why do they do it? The goal is to enhance the literacy and physical fitness of the county's youth.

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Hot Springs County Memorial Hospital – Thermopolis, Wyoming

Program: Sharps Disposal

What is it? The program allows diabetics or anyone using medical sharps to safely dispose of them, using an approved container. Containers can be picked up at the hospital for a one-time fee of \$10. They are returned to the emergency department when about 3/4 full, where they are properly disposed of free of charge.

Who is it for? Anyone using medical sharps.

Why do they do it? An encounter with a used syringe or needle at a park or at work can provoke intense fears of injury and life-threatening infections, such as HIV and hepatitis B and C. The program protects against exposure to blood-borne pathogens by preventing such encounters.

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Hendrick Medical Center – Abilene, Texas

Program: Hendrick Friendship House

What is it? Part of a community-wide initiative to revitalize depressed neighborhoods, two friendship houses offer free volunteer-staffed tutoring, educational classes, and other activities for youth and adults. A paid coordinator lives in each house with his or her family and develops relationships within the neighborhood. The houses lead neighborhood clean-up efforts and have developed an unofficial neighborhood watch program.

Who is it for? Neighborhood residents.

Why do they do it? Hendrick Medical Center wanted to demonstrate that building a healthy community begins close to home. As a result of the friendship houses, local residents have reported improved grades at school, greater civic engagement, improved health, and increased employment opportunities.

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T. C. Thompson Children's Hospital at Erlanger – Chattanooga, Tennessee

Program: Safe & Sound

What is it? The program offers parenting classes for expectant parents on nutrition, preparing financially for a family addition, and activities that enhance development for baby and family. An additional program component is the SAFE KIDS initiative, which promotes child passenger seat safety.

Who is it for? Expectant mothers and families.

Why do they do it? The goal is to promote a message of safety to area mothers and families as they prepare for the birth of a child, as well as a public awareness campaign on child passenger seat safety.

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Morton Plant Hospital – Clearwater, Florida

Program: Camp Living Springs

What is it? This free three-day camp for adult cancer survivors is held annually at a 100-acre retreat facility. The activities—which include fishing, crafting, nature walks, karaoke, and dancing—have a common theme of putting laughter and fun back into survivors' lives.

Who is it for? Cancer survivors 18 years or older, regardless of where they receive their treatment.

Why do they do it? Very little, outside of support groups, is available for adult cancer survivors who have the same needs as caregivers and child cancer survivors to escape from the thoughts, emotions, and daily rigors of their disease. This camp promotes camaraderie, relaxation, and shared experiences among those touched by cancer.

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Prairie Lakes Healthcare System – Watertown, South Dakota

Program: Prairie Lakes Caring Club House

What is it? A hospitality house built on the health system's medical campus, the house serves as a temporary "home away from home" for hospital patients and their families. Guests may stay for a nominal donation or for free if they are unable to make a gift.

Who is it for? Patients and their families.

Why do they do it? Patients travel from throughout the region to receive care at Prairie Lakes, and their families often come from across the country to provide care and support. The Caring Club House is a convenient and affordable lodging option that gives people a place to relax during what may otherwise be a stressful time.

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Jennie Stuart Medical Center – Hopkinsville, Kentucky

Program: New Horizons

What is it? A partnership between the medical center and area churches, New Horizons provides exercise for the heart and soul. The program includes a fitness portion that encourages walking and exercise for its participants. Participants receive health education and periodic health screenings, such as blood pressure and blood glucose checks. Since activities are held on church grounds, participants have access to Christian literature and the guidance of church staff. Various prizes are given to participants who walk between 150 and 750 miles.

Who is it for? Area residents.

Why do they do it? To enhance both the physical and spiritual health of participants.

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Index

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