

Narrative Report FY10

1. What is the licensed bed designation and number of inpatient admissions for this fiscal year at your facility?

316 licensed beds and 24,342 inpatient admissions (excluding newborns)

2. Describe the community your organization serves.

The community of Anne Arundel County has a current population of 512,790 residents. It is a diverse community, with a continuously evolving blend of age groups, ethnic groups, occupations, and social and economic conditions. Residents live in settings that range from urban to agricultural. Ethnicity breaks down as follows: white 78.4%; black 15.1%, Asian 3.1%; American Indian 0.2%; and Hispanic 4.5%. The Non-English speaking population in the County is expected to experience significant growth over the next decade. The population expected to experience the greatest growth (38%) over the next decade is among those age 65 and over. Clearly, community health initiatives over the next decade will need to focus on prevention and management of chronic diseases among the aged as well as those that disproportionately affect the growing minority populations.

The median household income of the community is \$83,285. Data shows that 2.3% of families, and 4.1% of individuals, are living below poverty level. The unemployment rate in January 2010 was 7.6%, and the percentage of uninsured residents (age 18-64) was 8.2%. The number of uninsured residents in Anne Arundel County is growing as the economy continues to struggle through 2010.

The geography of Anne Arundel County creates somewhat of a challenge in accessing healthcare. Parts of the county consist of a series of peninsulas making a comprehensive public transportation system too expensive to maintain. According to the report "Poverty Amidst Plenty", only 3 percent of Anne Arundel County residents utilized public transportation to get work. Inadequate transportation is not only a barrier to getting to work, it is also a barrier to other needed services.

Lastly, the county is considered a high risk area for bioterrorism as its geography contains the national Security Agency, the US Naval Academy, the Baltimore-Washington Thurgood International Airport, and Fort Meade.

3. Identification of community needs.**a. Describe the process(s) your hospital used for identifying the health needs in your community, including when it was most recently done.**

The hospital's community benefit initiatives reflect the evidence-based needs of our community. Community needs are also determined by county-specific assessments and research. The following are resources utilized in collecting and analyzing data for FY10; Anne Arundel County Health Department's Local Health Plan 2010, Department of Health's 13th annual (2010) Report Card of Community Health Indicators and the 2010 "Poverty Amidst Plenty": A Guide to Action.

Determining the health status and needs of community members is done in a variety of ways. One of the best ways to understand community needs is by giving our community members a voice, and then listening to them.

For example: The hospital currently sponsors 43 monthly support groups to meet a variety of community needs. The groups offer support to those dealing with acute illness such as cancer, as well as chronic disease such as diabetes and hypertension. The hospital also sponsors a weekly support group to meet the unique needs of Hispanic women in the community.

Evidence-based community needs are also elicited by customer satisfaction surveys, customer call center inquiries, evaluations from community classes, and community outreach and educational presentations.

The hospital's ongoing work with community groups and participation in advisory committees and councils create a continuous communications process, bringing new ideas from Anne Arundel County residents and organizations into the hospital's community benefits planning process.

The hospital website, and email magazine: "Neighbor News," offers our community the opportunity to make inquiries or provide the hospital with feedback via the Internet.

*Community access is always available through the hospital's Ask-a-Nurse program called **askAAMC**. The Ask-a-Nurse program provides the community around the clock telephone access to registered nurses.*

MyChart electronic health record is a secure on-line access to portions of medical records. Patients can request medical appointments, view their health summary from the MyChart electronic health record, view test results, request prescription renewal, access trusted health information resources and communicate electronically and securely with their medical team. Currently there are 3,147 active users. Out of the active users, there have been 31,149 log-ins leading to 307,499 features (test results, reports, appointments, etc.) being accessed. Access has increased from approximately 1000 features being accessed per week in July 2009 to 9000 in June 2010.

b. In seeking information about community health needs, did you consult with the local health department?

Yes. AAMC Physicians and nurses work weekly with members of the Anne Arundel County Department of Health to plan for and to provide collaborative services such as colorectal screenings, prenatal care clinics, and cancer education and screenings. AAMC provides physicians and midwives to staff three (3) pre-natal clinics per week. Members of AAMC's Department of Community Health and Wellness meet monthly with members of the Health Department to plan and implement community health initiatives such as Health Smart and the Learn to Live Program. In addition, AAMC staff designated as participants in the County's Emergency Preparedness Program, meet with Health Department representatives on a quarterly basis.

4. Please list the major needs identified through the process explained question #3.

Anne Arundel County Health Department established five areas of top priority for fiscal year 2010. The five priorities are: Elimination of Disparities in Health Status and Health Care Access; Emergency Preparedness; Infant Mortality in Anne Arundel County; Healthy Children and Families; Prevention and Management of Communicable Disease and Chronic Illness; and, Environmental Safety and Health.

5. Who was involved in the decision making process of determining which needs in the community would be addressed through community benefits activities of your hospital?

The community benefits span an increasing number of activities and initiatives performed by many different individuals and departments. Hospital staff, management staff, and/or executive leadership all

involved in the community benefits planning process, depending on the purpose and scope of the initiative.

*Medical and administrative leadership at AAMC has developed a comprehensive plan, **Vision 2020: Living Healthier Together** to address community needs through coordinated efforts of five strategic groups. Each of these groups build upon the other, intricately entwined, together achieving momentum, and ultimately promoting healthier living through disease prevention and improvement of health status. **Vision 2020: Living Healthier Together** is committed to developing services and programming to serve the community.*

6. Do any major Community Benefit program initiatives address the needs listed in #4, and if so, how?

The hospital has activities and initiatives in each of the five areas identified by the County Health Department. Here are several examples.

The hospital has run a free medical clinic for our underserved and uninsured community for the past 15 years. The Annapolis Outreach Center, located in the historic Stanton Center in Annapolis' Clay Street Community, sees thousands of individuals each year in its medical and specialty clinics. This year 62 physician volunteers staffed approximately 250 medical or specialty clinics at the Annapolis Outreach Center. Another 175 physicians accepted referrals from the Outreach Center and saw the referred patients at no cost, up to and including laboratory testing, diagnostic testing, and surgical procedures. The Outreach Center holds monthly Pediatric clinics and weekly Mental Health clinics. In addition, the Outreach Center provides a free adult dental clinic. Sixty dentist volunteers have provided free dental care for hundreds of community members in this (10) fiscal year. As noted in the 2010 report "Poverty Amidst Plenty" the Outreach Center was able to inaugurate a bi-lingual program thanks to a grant from the Weinberg Foundation. In addition, a Masters Degree Dietetic Candidate produced a Spanish language cookbook for diabetics at the Center. Private physicians volunteered 6500 hours (\$812,000) in FY10 to the Outreach Center.

The hospital has doctor on-call rotations in every specialty for which there may be an emergency or inpatient need. On-call coverage is provided to all patients regardless of insurance status. There are no gaps in availability of any specialty for uninsured or underserved patients. In addition, the hospital has Hospitalist programs in Medicine, Pediatrics, General Surgery, Obstetrics and an Intensivist program. These physicians provide 24-hour in-house coverage for each of these areas for all patients regardless of insurance status.

The hospital and many of its physicians support the Anne Arundel County Health Department's REACH Program (Residents Access to a Coalition of Health), which offers access to affordable health services for low-income uninsured individuals in Anne Arundel County.

The hospital collaborates with the County Health Department on the Health Smart Church program. This grant-funded program provides health education and blood pressure monitoring at minority churches throughout the county.

The hospital collaborates with the County Health Department on the Learn to Live program. This grant-funded program provides in-person point-of-purchase nutrition education at health department-targeted grocery stores throughout the county.

The hospital has a Disaster Preparedness Coordinator that is responsible to provide staff training, coordinate disaster drills, and keep the hospital's disaster preparedness supply inventory up to date. In FY10, 5 additional hospital employees completed FEMA Emergency preparation courses to better collaborate with other county service providers to better serve the community. These staff members participated in a number of collaborative planning meetings and drills with designated County services and first responders.

The hospital will be opening a "patient-centered medical home" in December, 2010. The AAMC Community Health Center is designed to be a "patient-centered medical home" where a team of health professionals provides continuous, comprehensive, and coordinated care throughout the patient's lifetime. Our team meets the needs of the uninsured and underinsured by providing access to affordable primary health care services, right here in our own community. The center is conveniently located on local bus routes.

Due to the growing latino population we are increasing the availability of interpreters and currently employ a full-time bilingual patient advocate.

7. Please provide a description of any efforts taken to evaluate or assess the effectiveness of major Community Benefit program initiative

Participation rates and follow-up activities (such as letters to participants with high readings) are tracked and measured weekly in the Health Smart minority church blood pressure program. Results are then evaluated annually to determine if changes to the program would improve outcomes.

The Learn to Live program effectiveness is evaluated by the number of interactions each Health Educator has with consumers in each store each week. Program outcomes are reviewed annually by hospital and Health Department program coordinators to determine if changes are needed.

Anne Arundel Health Department reviews quality data for the pre-natal program with leadership of AAMC's Womens and Childrens Program.

In addition, many of AAMC's community-based initiatives involve pen and paper consumer-focused satisfaction tools. These program evaluations, or comment cards are provided to participants and/or consumers following the event, or delivery of services. Examples would be: our health education and exercise classes, our individual outpatient diabetes and nutrition services, and our Healing Arts services.

8. Provide a written description of gaps in the availability of specialist providers, including outpatient specialty care, to serve the uninsured cared for by the hospital.

There are no gaps of any specialty for uninsured or underserved patients. See coverage description provided for question #6.

9. If you list Physician Subsidies, in your data, please provide detail.

The hospital contributed \$50,000 in FY10, working in collaboration with Johns Hopkins Physicians to treat the uninsured that present at the Kent Island Urgent Care Center. The hospital also covers \$57,500 of costs for physicians and midwives that participate in the Anne Arundel County Department of Health Prenatal Maternity Clinic, which provides care for undocumented, uninsured Latina women.

Appendix 1

The Anne Arundel Medical Center has physician on-call rotations in every specialty for which there may be an emergency or inpatient need. On-call coverage is provided to all patients regardless of insurance status. There are no gaps in availability of any specialty for uninsured or underserved patients. In addition, the hospital has Hospitalist programs in Medicine, Pediatrics, General Surgery, Obstetrics and an Intensivist program. These physicians provide 24-hour in-house coverage for each of these areas for all patients regardless of insurance status. In addition the hospital and many of its physicians support the Anne Arundel County Health Department's REACH Program (Residents Access to a Coalition of Health), which offers access to affordable health services for low-income uninsured individuals in Anne Arundel County.

Anne Arundel Medical Center continues to operate and support the Outreach Center, a 15 year old community-based, volunteer physician-led health resource center providing approximately 6,000 patient visits for uninsured residents in Anne Arundel County annually. The Outreach Center provides free medical and dental services through a volunteer network of 200 primary and specialty care physicians, 53 dentists, and 30 dedicated clinic volunteers. The Outreach Center is located in the Stanton Community Center in downtown Annapolis where the City of Annapolis provides space rent-free. Anne Arundel Medical Center gives access to its imaging, lab work, operating rooms, nursing support, and staff support with no charge to Outreach Center referred patients. Anne Arundel County Health Department and Mental Health Agency operate clinics within the Outreach Center. Between the medical, dental, and specialty clinics, the Center has 6,000 visits each year.

The University of Maryland School of Nursing, Johns Hopkins University School of Nursing, University of Maryland School of Dentistry, and Anne Arundel Community College Physician Assistant Program have formal memorandums of understanding to perform credit-based community health rotations at the Outreach Center for their students.

The hospital collaborates with the County Health Department on the Health Smart Church Program. This grant-funded program provides health education and blood pressure monitoring at minority churches throughout the county. The hospital also collaborates with the County Health Department on the Learn to Live Program. This grant-funded program provides in-person point-of-purchase nutrition education at health department-targeted grocery stores throughout the county.

The Health System's Community Health and Wellness Department partners with the Annapolis and Anne Arundel County Coalition to End Homelessness to organize the County's Homeless Resource Day. The annual March event, now in its second year, assisted approximately 500 of the areas homeless residents to gain access to needed health and human services this past year. The Community Health and Wellness Department recruits healthcare providers from the public and private sectors - other county hospitals, clinics, universities, and colleges to provide healthcare services at the annual event.

Appendix 2

A. Notification of Charity Care and Financial Assistance

1. Public notice and information regarding the Anne Arundel Medical Center's charity care policy shall include the following:
 - a) Annual notice that charity care is provided and the criteria under which it will be provided will be published in the local newspaper, The Capital.
 - b) The notice provided by the United States Department of Health and Human Services regarding medical care for those who cannot afford to pay is posted at the point of admission, the business office, cashier, and emergency room.
 - c) Individual notice is provided to each person seeking service at the time of admission or pre-admission testing.

Appendix 2a



Anne Arundel Medical Center

Hospital Charity Care Policy

PURPOSE

- To promote access to all medically necessary services regardless of an individual's ability to pay.
- To provide a mechanism for evaluating each family's actual need for hospital financial assistance in lieu of other resources and payers.
- To ensure fair treatment of all applicants and applications.

POLICY

Anne Arundel Medical Center does not deny anyone access to medically necessary services based on ability to pay.

All Uncompensated Care applications shall be submitted to the Financial Counselors for processing. The Financial Counselors will process all applications according to Federal Poverty Guidelines - Category B and in a manner considered fair and equitable to all applicants.

PUBLIC NOTICE

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ELIGIBILITY GUIDELINES

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INCOME REQUIREMENTS

1. To qualify for the 100% charity allowance the yearly gross family income must not exceed 200% the current poverty income guidelines established by the Department of Health and Human Services.
2. To qualify for the 80% charity allowance the yearly gross family income must not exceed 230% the current poverty income guidelines established by the Department of Health and Human Services.
3. To qualify for the 60% charity allowance the yearly gross family income must not exceed 260% the current poverty income guidelines established by the Department of Health and Human Services.
4. To qualify for the 40% charity allowance the yearly gross family income must not exceed 300% the current poverty income guidelines established by the Department of Health and Human Services.
5. To qualify for the 20% charity allowance the yearly gross family income must not exceed 330% the current poverty income guidelines established by the Department of Health and Human Services.

The Policy is summarized in the following table:

AAMC - Charity Guidelines Sliding Fee Schedule	
Income Category compared to the Federal Poverty Guideline	Charity Allowance
200% or Below	100%
Up to 230%	80%
Up to 260%	60%
Up to 300%	40%
Up to 330%	20%

Qualification may be calculated by either of the following methods:

- a) Multiplying by four the person's income for the three months preceding the determination of eligibility.
- b) Using the person's actual income for the 12 months preceding the determination of eligibility.

INCOME VALIDATION REQUIREMENTS

1. The process of determining the validity of the reported income may include any one of the following methods:
 - a) Most recent pay stubs preceding the determination.
 - b) Tax Return for the year preceding the determination.
 - c) Statement from the employer.

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- d) Statement from the applicant or spouse as to the lack of income.
- e) Statement from an interested party having reasonable knowledge of the income status of the applicant, i.e., Anne Arundel Medical Center Patient Accounts Personnel, Social Worker, Clergy or Friend.

DETERMINATION OF ELIGIBILITY

Within two business days of a patient's initial request for charity care services, application for medical assistance, or both, the Financial Counselors will inform the applicant of their probable eligibility.

MEDICAID ELIGIBILITY

Applicants for Uncompensated Care who may qualify for Medicaid or Medical Assistance are required to apply for either Medicaid or Medical Assistance with the appropriate agency. The instruction should be given to the applicant at the time of the request and should be followed-up by the appropriate personnel. The applicant must be approved for Uncompensated Care when applicable and should not be denied or deferred on the basis of potential eligibility for Medicaid.

APPROVED: WLH: 6/04

REVISED: 1/05

APPROVED: WLH: 1/05

REVISED: 2/05

APPROVED: WLH: 2/05

Appendix 3

Our mission:

“To enhance the health of the people we serve”.

Our Vision (Vision 2020):

“Living Healthier Together”.

Our core values are at the center of all that we do.

1. **Compassion:** Compassion is a large part of what makes AAMC a special place, and as we grow we need to stay aware of its importance. How do you put a label on acts of kindness and generosity? How do you categorize reaching out to patients, families and one another? Simple. You call it **compassion**.
2. **Trust:** As Vision 2020 takes AAMC along the path to what the plan envisions, we know that one aspect of our culture can never change; our respect for the awesome responsibility we have as individuals and as teams to patient and their families. NO matter how large or sophisticated AAMC becomes, the transaction between remains special. It will always be the basis of what we and fellow employees do and why we do it. How do we show our patients that we care? That’s easy: We earn their **trust**.
3. **Dedication:** What does it take for a team made up of thousands of people to operate as efficiently and successfully as the team at AAMC? What does it take to drive busy people who are good at their jobs to take the time to become even better? That’s easy: It takes **dedication**.
4. **Quality:** Meeting the standard of quality we impose on ourselves, and that which our patients expect, requires a level of focus and teamwork found in few other professions. At AAMC, quality is a shared cultural characteristic integral to everything we do. How do we differentiate ourselves from other hospitals? Simple: By meeting and exceeding high standards of **quality**.
5. **Innovation:** The AAMC campus is growing and changing, always ready for the newest advances in healthcare. Now and in the future, consumers of healthcare will judge hospitals on the how near they are to the leading edge of medical science. Our vision of becoming a destination health system, drawing larger numbers of patients from a wider region, will depend in part on how well we stay in the forefront of technology and clinical achievement. What does it take to be a destination health system? That’s easy: It takes **innovation**.

- 6. Diversity:** The AAMC family will foster greater understanding and inclusion across race, cultures, geography, communities, religion, economics and gender.
- 7. Collaboration:** Building upon our focus on partnership, AAMC will work together with our community and governmental leaders to provide improved access to care.

Appendix 4

Hospital Mission Statement

Mission

To enhance the health of the people we serve.

Vision

Living Healthier Together.

Core Values

Passion for excellence is at the center of all that we do. The following values aid in this pursuit:

1. Compassion
2. Trust
3. Dedication
4. Quality
5. Innovation
6. Diversity
7. Collaboration