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Anne Arundel Medical Center Community Benefit Report FY2012

December 15, 2012

Anne Arundel Health System

Anne Arundel Medical Center Pathways Alcohol & Drug Treatment Program Anne Arundel Diagnostics Anne Arundel Medical Center Foundation Anne Arundel Health Care Enterprises Anne Arundel Real Estate Holding Co.

Narrative Report FY12

I. GENERAL HOSPITAL DEMOGRAPHICS AND CHARACTERISTICS:

1. Please <u>list</u> the following information in Table I below. For the purposes of this section, "primary services area" means the Maryland postal ZIP code areas from which the first 60 percent of a hospital's patient discharges originate during the most recent 12 month period available, where the discharges from each ZIP code are ordered from largest to smallest number of discharges. This information will be provided to all hospitals by the HSCRC.

Bed Designation	Inpatient Admissions	Primary Service Area Zip Codes (HSCRC)	All other Maryland Hospitals Sharing Primary Service Area:	Percentage of Uninsured Patients, by County	Percentage of Patients who are Medicaid Recipients, by County
336 Licensed Beds in FY12 ¹	28,086	20715 20716 20717 20718 20765 20776 21012 21032 21035 21037 21061 21106 21113 21114 21122 21123 21146 21401 21402 21403 21404 21405 21409 21412 21619 21666	University of MD, Johns Hopkins, Harbor Hospital, Baltimore Washington Medical Center, Doctors Community Hospital	10.3% Uninsured ² (Ages 18 to 64)	Anne Arundel Co. Medicaid Outpatients: AAMC's ER visits, Ambulatory Surgery cases, and Observation cases totaled 11,447 in FY12. This accounts for 17.0% of those AAMC outpatients from Anne Arundel County. Medicaid Inpatients to AAMC totaled 1,923 in FY12. This accounts for 10.6% of AAMC inpatients from Anne Arundel County. ³

Table I

¹ Maryland Health Care Commission Fiscal Year 2012 Licensed Bed Report

² Anne Arundel County 'Report Card of Community Health Indicators' May 2012 <u>http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf</u>

³ AAMC internal patient data

2. For purposes of reporting on your community benefit activities, please provide the following information:

a. Describe in detail the community or communities the organization serves. (For the purposes of the questions below, this will be considered the hospital's Community Benefit Service Area – "CBSA". This service area may differ from your primary service area on page 1. Please describe in detail.)

Anne Arundel County ("County") is the CBSA for Anne Arundel Medical Center (AAMC). South of Baltimore and east of Washington, D.C., the County is comprised of diverse communities with residents living in rural, suburban, and urban settings. The southern half of the County is primarily zoned "Residential Agricultural" per Anne Arundel County Department of Planning and Zoning⁴, and is considered a rural area. Southern Anne Arundel County (south of Annapolis) accounts for only 11% of the County's total population.⁵ This area is served by one federally-qualified health center in the Owensville/West River community. The median household income (2011) for South County is above the County and State median household income.

The northern half of the County is primarily urban and suburban and is served by two hospitals. For the purposes of this CBR, the entire county is profiled. The County is considered a high risk area for bioterrorism as it is home to the National Security Agency, the U.S. Naval Academy, Baltimore-Washington Thurgood Marshall International Airport, Fort Meade and its proximity to Washington, D. C. Base Realignment and Closure's (BRAC) 2007-2015 implementation, has caused the Fort Meade region (Odenton area) to expand to 56,800⁶ military, government service civilian, and contractor employees and their families. The Fort Meade region is the epicenter of the Cyberspace and Information Assurance Industries, part of the DOD's Defense Information Systems Agency (DISA) and headquarters of Cyber Command. This has increased the demand for healthcare services in West County. Because of this, AAMC developed a medical office building in Odenton in partnership with Johns Hopkins Medicine.

Healthcare services are in demand throughout the County as a result of its industry, its geography, and its community needs. The lack of a broad web of public transportation is a barrier to receiving healthcare. The County is situated along the western shore of the Chesapeake Bay. Due to this, it consists of a series of peninsulas and comprehensive public transportation system is too expensive to maintain.⁷ Because of this, there are only eight local bus lines that service the Annapolis area and four local lines that serve the western and northern parts of the County. Public transportation is in need of additional routes. Anne Arundel County's Transportation Division concluded its study: *Corridor Growth Management Plan* in July of 2012 with plans to provide more frequent bus transit service. These projects will depend on future funding and they do not seem to expand far into county neighborhoods.⁸ As a result, only 3.3% of Anne Arundel County residents utilized public transportation to get to work.⁹ Inadequate transportation is not only a barrier for employment; it is also a barrier to access other needed services, such as healthcare.

Race/Ethnicity for the County is as follows: White 72.4%, Black 15.2%, Hispanic 6.1%, Asian 3.4% and American Indian 0.3%.¹⁰ In the southern half of Anne Arundel County (south of Annapolis), the

⁴ <u>http://www.aacounty.org/PlanZone</u>\

⁵ Nielsen Claritas 2011 population estimates

⁶ <u>http://www.aacounty.org/BRAC/Resources/20111018_BRAC_Beyond.pdf</u>, Slide 4

⁷ Anne Arundel County Local Health Plan 2011

⁸ <u>http://www.aacounty.org/planzone/transportation/transit.cfm</u>.

⁹ Nielsen Claritas 2011 county level demographic data

¹⁰<u>http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf</u>

race/ethnicity breakdown differs from the total County as the Black population decreases to approximately 6% and the Hispanic population decreases to 3.8%, while the White population increases to 90%¹¹.

The Hispanic population has experienced significant growth in the County from 3.7% to 6.1% between 2007 and the County's current Report Card data (2010). It is projected that the Hispanic population will continue to grow an additional 24% over the next 5 years. In addition, the population of the residents who are 65 and older in the County is expected to grow 20.4% over the next five years.¹²

While the economic status of County residents is better than the state average, there is disparity. The 2011 median household income (HHI) in the County is \$78,755 and by race: White HHI \$83,138, Black HHI \$60,892, and Hispanic HHI \$71,568.¹³ The County Report Card (2010 data) indicates that 3.3% of families/5.3% of individuals are living below the poverty level. The average unemployment rate for the civilian labor force for the County, 2012 to date is 6.2%.¹⁴ The U. S. Bureau of Labor Statistics lists Maryland's 2011 average unemployment rate by race/ethnicity showing the White population at 5.7%; Black at 10.3%; Asian at 5.0%; and Hispanic at 7.0%. The State's unemployment rate was 7.0%.

County uninsured rate for 18 - 64 year olds is 10.3 %.¹⁵ Generally, as shown by State statistics, the Hispanic population is the largest uninsured group with 35.2% lacking health insurance.¹⁶

Percentages of population at or below the federal Poverty level by race in Maryland show 10% of White population, 24% of Black population, 21% of Hispanic population, and 15% of other minority populations.¹⁷

Furthermore, mortality rates from heart disease and cancer are worse than the state's mortality rates (198.8 per 100,000 and 195.2 per 100,000 respectively). Therefore, current and future community health initiatives will need to broaden to focus on the prevention and management of these chronic diseases among the aged as well as those conditions that are disproportionately affecting the growing minority populations.¹⁸

The Hospital is located in the 21401 Annapolis community which has been identified by the State as an area eligible for "Health Enterprise Zone" status based on its low birth weight rate, its high Medicaid enrollment rate, and its high WIC enrollment.¹⁹ A section of this zip code also is home to the very poor with a block group average household income of \$14,632.²⁰

¹¹ Nielsen Claritas 2011 population estimates

¹² Ibid.

¹³ Ibid.

¹⁴ <u>http://www.dllr.state.md.us/lmi/laus/annearundel.shtml</u>

¹⁵ http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf

¹⁶ <u>http://statehealthfacts.org/</u>

¹⁷ Ibid.

¹⁸ Anne Arundel County Local Health Plan 2011

¹⁹ <u>http://eh.dhmh.md.gov/hez/index.html</u>

²⁰ Nielsen Claritas 2011 demographic data

b. In Table II, describe significant demographic characteristics and social determinants that are relevant to the needs of the community and include the source of the information in each response. For purposes of this section, social determinants are factors that contribute to a person's current state of health. They may be biological, socioeconomic, psychosocial, behavioral, or social in nature. (Examples: gender, age, alcohol use, income, housing, access to quality health care, education and environment, having or not having health insurance.) (Add rows in the table for other characteristics and determinants as necessary).

Community Benefit Service Area(CBSA) Target Population (target population, by sex, race, ethnicity, and average age) – ANNE ARUNDEL COUNTY http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf	Total Population: 537,656 Male: 49.4% Female: 50.6% Race (NH = non-Hispanic) White, NH: 72.4% Black, NH: 15.2% Hispanic: 6.1% Asian, NH: 3.4% American Indian, NH: 0.3% Other, NH: 2.6% Median Age ²¹ : 38.0 Years $0 - 4$ Years: 6.6% $5 - 17$ Years: 16.9% $18 - 64$ Years: 64.2%
Median Household Income within the CBSA	65+ Years: 12.3% \$ 78,755 ²²
Percentage of households with incomes below the federal poverty guidelines within the CBSA http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf	Families Below Poverty Level 3.3% Individuals Below Poverty Level 5.3%
Please estimate the percentage of uninsured people by County within the CBSA http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf	10.3% Uninsured (Ages 18 to 64)
Percentage of Medicaid recipients by County within the CBSA. – ANNE ARUNDEL COUNTY http://chpdm-ehealth.org/eligibility/	FY12 Average Medicaid Eligible population is 62,919 residents or 11.7%.
Life Expectancy by County/CBSA . – ANNE ARUNDEL COUNTY http://dhmh.maryland.gov/vsa/Documents/11annual.pdf	79.6 yrs. with race disparities White 79.9 yrs Black 77.2 yrs

²¹ Nielsen Claritas 2011 population estimates

²² Nielsen Claritas 2011 county level demographic estimates

Mortality Rates by County within the CBSA	Infant Mortality rate 5.1/1,000 births with
(including by race and ethnicity where data are	disparities:
available).	White (NH) 4.1
http://dhmh.maryland.gov/vsa/Documents/11annual.pdf	Black (NH) 13.4
	Hispanic rate not available.
Mortality Age-Adjusted (A. A. Co.)	Mortality Rate (all races): 714.3/100,000
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	with disparities
	White 692.5
	Black 814.2
	Mortality Rates of Chronic Lower
	Respiratory Disease: 40.3 (Other disease
	mortality rates listed in each section).
Access to healthy food – Fast Food restaurants as a	58% of all restaurants in the County are Fast
% of all restaurants in County	Food restaurants; 5% of population does not
http://www.countyhealthrankings.org/#app/maryland/2012/rankings/outcomes/overall	have access to healthy food.
Tobacco Use	At 27%, the County is above the State rate of
	24.8% for the percentage of adolescents who
	used any tobacco product in the last 30 days.
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	Adults currently smoke 14.1%
	White 14.7%
	Black 15.8%
Premature death (Years of Potential Life Lost-	Ranked 9 th best in MD for years of potential
YPLL)	life lost before age 75
http://www.countyhealthrankings.org/#app/maryland/2012/rankings/outcomes /overall	
Education	Pop. 25+ without H.S. Diploma 10.2%
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	Pop. 25+ Bachelor's Deg. or above 36.1%
Obesity	Overweight by BMI 38.3% (extrapolated)
http://www.aahealth.org/pdf/aahealth-report-card-2012.pdf	Obese by BMI 29.6%
Asthma	Rate of ED visits for asthma per 10,000 (ten
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	thousand) population 78.6 with disparities:
	White 45.3
	Black 251.2
	Asian 16.5
	Hispanic 30.7
Heart Disease	Mortality Rate: 198.8/100,000 which is
	above the State rate of 194.0
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	White 195.5
	Black 221.0
	Asian 109.6
	Rate of ED visits for hypertension:
	183.8/100,000
	White-124.1

	Black-542.6
http://www.mogulandhafaa.org/	Asian-12.5
http://www.marylandbrfss.org/	Hispanic-15.2
	Inspune 13.2
	Total County: 4.6% told by a doctor they
	had an MI, by Race: Whites 5.6%, Blacks
	1.9%
Cancer	Mortality Rate: 195.2/100,000 which is well
	above the State rate of 177.7/100,000
http://fha.dhmh.maryland.gov/cancer/SiteAssets/SitePages/surv_data- reports/2012%20CRF%20Cancer%20Report.pdf	White 199.0
reports/2012%20CKF%20Cancer%20Report.put	Black 181.9
	Asian 75.8
	Hispanic 85.4
	Age-Adjusted Cancer Incidence Rates
	All Cancers:
	Total Rate: 472.8 (Male 530.9/Fem 427.7)
	Whites 476.1
	Blacks 464.9
	Hispanics 494.6
	1
	Lung & Bronchus:
	Total Rate: 66.9 (Male 74.3/Fem 61.5)
	Whites 68.9
	Blacks 63.2
	Female Breast Cancer:
	Total Rate: 127.8
	Whites 129.7
	Blacks 109.3
	Prostate Cancer:
	Total Rate: 159.3
	Whites 150.3
	Blacks 223.8
Diabetes	Mortality Rate: 22.0/100,000
	Rate of ED visits for diabetes per 100,000
http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	population (HSCRC 2010) Total: 315.3
	White-255.0
	Black-728.3
	Hispanic-63.8
http://www.marylandbrfss.org/	10.5% of County have a Diabetes diagnosis
	(excludes pregnancy)
Co. occurring disorders	Rate of drug induced deaths = $15/100,000$
Co-occurring disorders http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	Rate of drug induced deaths = $15/100,000$ Rate of suicide = $9.6/100,000$
	Rate of Sulfide = $9.6/100,000$ Rate of ED visits for a behavioral health
	Rate of ED visits for a benavioral nearth

http://www.marylandbrfss.org/	condition 1,134.9/100,000 population (HSCRC 2010) Alcohol: Binge Drinkers 18.4% above the State rate of 14.4%
Infant Mortality/ Low Birth Weight http://eh.dhmh.md.gov/ship/SHIP_Profile_Anne_Arundel.pdf	Infant Mortality: Total 6.7% White/NH-6.1% Black- 12.0 % Asian- 4.8 % Hispanic-3.5% Low Birth Weight: Total 8.5% White/NH- 7.7% Black- 13.2% Asian- 8.2% Hispanic- 5.4%
Access to primary care physicians	Estimated required Primary Care Physician FTEs to meet the demand in Anne Arundel County (2010)for these services: 99.4 Family & General Medicine FTEs 68.7 Internal Medicine FTEs 49.8 Pediatrics ²³ FTEs Shortage of Primary Care Physicians 89/100,000 per the Rand Report 2009

²³ The Advisory Board Company's Primary Care Volume Estimator Tool

II. COMMUNITY HEALTH NEEDS ASSESSMENT

According to the Patient Protection and Affordable Care Act ("ACA"), hospitals must perform a Community Health Needs Assessment (CHNA) either fiscal year 2011, 2012, or 2013, adopt an implementation strategy to meet the community health needs identified, and perform an assessment at least every three years. The needs assessment must take into account input from persons who represent the broad interests of the community served by the hospital facility, including those with special knowledge of or expertise in public health, and must be made widely available to the public.

For the purposes of this report and as described in Health General 19-303(a)(4), a community health needs assessment is a written document developed by a hospital facility (alone or in conjunction with others) that utilizes data to establish community health priorities, and includes the following:

- (1) A description of the process used to conduct the assessment;
- (2) With whom the hospital has worked;
- (3) How the hospital took into account input from community members and public health experts;
- (4) A description of the community served; and
- (5) A description of the health needs identified through the assessment process (including by race and ethnicity where data are available).

Examples of sources of data available to develop a community needs assessment include, but are not limited to:

- (1) Maryland Department of Health and Mental Hygiene's State Health Improvement Process (SHIP)(<u>http://dhmh.maryland.gov/ship/</u>);
- (2) SHIP's County Health Profiles 2012 (<u>http://dhmh.maryland.gov/ship/SitePages/LHICcontacts.aspx</u>);
- (3) the Maryland Chart Book of Minority Health and Minority Health Disparities (<u>http://dhmh.maryland.gov/mhhd/Documents/2ndResource_2009.pdf</u>);
- (4) Consultation with leaders, community members, nonprofit organizations, local health officers, or local health care providers;
- (5) Local Health Departments;
- (6) County Health Rankings (<u>http://www.countyhealthrankings.org</u>);
- (7) Healthy Communities Network (<u>http://www.healthycommunitiesinstitute.com/index.html</u>);
- (8) Health Plan ratings from MHCC (<u>http://mhcc.maryland.gov/hmo</u>);
- (9) Healthy People 2020 (<u>http://www.cdc.gov/nchs/healthy_people/hp2010.htm</u>);
- (10) Behavioral Risk Factor Surveillance System (<u>http://www.cdc.gov/BRFSS</u>);
- (11) Focused consultations with community groups or leaders such as superintendent of schools, county commissioners, non-profit organizations, local health providers, and members of the business community;
- (12) For baseline information, a Community health needs assessment developed by the state or local health department, or a collaborative community health needs assessment involving the hospital; Analysis of utilization patterns in the hospital to identify unmet needs;

(13) Survey of community residents; and

(14) Use of data or statistics compiled by county, state, or federal governments.

1. Identification of community health needs:

Describe in detail the process(s) your hospital used for identifying the health needs in your community and the resource(s) used.

AAMC employed several mechanisms to identify the health needs of the county by analyzing data and conducting primary and secondary market research. The data analysis included reports on the national, state, and county level. Hospital-level data and Nielsen Claritas demographic information was also analyzed. The research included feedback from our consumer surveys, patient satisfaction surveys, patient advisory groups, customer call center inquiries and feedback from our community outreach and educational sessions. The hospital's on-going work with community groups and participation in advisory boards, committee, and councils creates a continuous communication process, bringing new ideas and identifying specific needs from Anne Arundel County residents and organizations into the hospital's community needs planning process.

The hospital was also engaged in the Statewide Health Improvement Process (SHIP) through the Anne Arundel County Department of Health and its Local Health Improvement Coalition (Healthy Anne Arundel). The coalition was formed in December 2011 and included members from county government, schools, senior services agencies, correctional facilities, recreation and parks facilities, housing authority, hospitals, the faith community, and other public health services. The coalition reviewed and prioritized objectives outlined in SHIP and developed a plan to improve the health of county residents. AAMC met with representatives from the above mentioned groups in order to determine the health priorities of the community.

The hospital's community benefit initiatives reflect the needs of our community. The following were resources utilized in collecting and analyzing data for FY12: Anne Arundel County Health Department's Annual (2011) Report card of Community Health Indicators, "Measuring Success" (2011), Anne Arundel County Health Department's Local Health Plan (2011), Anne Arundel County's Report Card of Community Health Indicators (May 2012), and the Anne Arundel County's report, "Poverty Amidst Plenty: A Guide to Action" (2010).

2. In seeking information about community health needs, what organizations or individuals outside the hospital were consulted? Include representatives of diverse sub-populations within the CBSA, including racial and ethnic minorities (such as community health leaders, local health departments, and the Minority Outreach & Technical Assistance program in the jurisdiction).

AAMC consulted and collaborated with a variety of community and public health partners. With regard to the health issues of obesity, tobacco use, co-occurring disorders, diabetes, cancer prevention, and pre-natal care, AAMC collaborated and consulted with the Anne Arundel County Health Department, the Housing Authority of the City of Annapolis (HACA), Anne Arundel County Public Schools, the Anne Arundel County Department of Aging and Disabilities, local religious organizations, the American Cancer Society, and others. The hospital also worked with the Anne Arundel County Fetal Infant Mortality Review Committee, the Maryland Patient Safety Center and Perinatal Learning Network with regard to improving access and outcomes surrounding pre-natal care.

Since access to primary care physicians is limited in the County, AAMC continues to work with the Anne Arundel County Department of Social Services, Lighthouse Shelter, HACA, the Community Action Partnership, Annapolis Youth Services Bureau, Centro de Ayuda (Center of Hope), Family & Children Services, and the faith community to improve and communicate health messages and access to care for the underserved and minority communities.

AAMC engaged in the SHIP process in FY2012, specifically with Healthy Anne Arundel, the local health improvement coalition. Collaboration with local agencies such as government, schools, Department of Aging, NAACP, Housing Authority, faith community, and other local public health organizations is crucial to address the needs of the county as well as address disparity issues.

With proximity to the Baltimore-Washington corridor and potential threat of bioterrorism, it has been important for AAMC to continue to monitor the emergency and disaster plan. The hospital collaborated with the Anne Arundel County Fire and Police Departments, Emergency Medical Services (city of Annapolis and County), and the US Naval Academy. They assisted in implementing and running drills as well as updating the plan.

AAMC also consults with individual community members to improve community education and outreach programs. The hospital utilizes input gained through the Pastoral Committee, a committee of religious leaders in the community, and the Patient and Family Advisory Group, former AAMC patients who live in the community, to determine where there is community need. The AAMC Community Health Center on Forest Drive in Annapolis convenes a committee in which key community stakeholders provide advice and information related to the underserved and uninsured populations of the County.

3. When was the most recent needs identification process or community health needs assessment completed? (this refers to your *current* identification process and may not yet be the CHNA required process)

Provide date here. (07/31/2011)

The community health needs assessment was completed in July 2011 as part of the tenyear strategic plan, *Vision 2020 Living Healthier Together*. The strategic plan is committed to further developing services and programming to serve the community. A primary goal of the plan is to partner with community health providers and community service organizations to build a care model in which population health is addressed. NOTE: An updated Community Health Needs Assessment (CHNA) is in the finalization and approval process for the County as part of the partnership and collaboration between AAMC and the Healthy Anne Arundel Coalition. This project has been on-going since December 2011. Its anticipated release date is January, 2013. Therefore, AAMC elected to develop an update of the 2009 needs assessment instead of developing a new CHNA in FY2012.

- 4. Although not required by federal law until 2013, has your hospital conducted a Community Health Needs Assessment that conforms to the definition on the previous page within the past three fiscal years? **Please be aware, the CHNA will be due with the FY 2013 CB Report.
 - _X_ Yes ___No

If you answered yes to this question, please provide a link to the document or attach a PDF of the document with your electronic submission.

See attached, AAMC's July 2011 Community Needs Assessment.

III. COMMUNITY BENEFIT ADMINISTRATION

1. Please answer the following questions below regarding the decision making process of determining which needs in the community would be addressed through community benefits activities of your hospital?

a. Is Community Benefits planning part of your hospital's strategic plan?

X Yes ___ No

- b. What stakeholders in the hospital are involved in your hospital community benefit process/structure to implement and deliver community benefit activities? (Please place a check next to any individual/group involved in the structure of the CB process and provide additional information if necessary):
 - i. Senior Leadership
 - 1. _X__CEO
 - 2. _X_CFO
 - **3.** _X__Other (please specify) Vice President of Business Development, Chief Nursing Officer/Chief Operating Officer, Senior Vice President of Government Affairs, Vice President of Physician Services, Chair of Clinical Integration

ii. Clinical Leadership

- 1. _X_Physician
- 2. _X__Nurse
- 3. ___Social Worker
- 4. ___Other (please specify)

iii. Community Benefit Department/Team

1. _ X __Individual (please specify FTE): At least 0.5 FTE's.

2. _ X __Committee (please list members)

AAMC's Strategic Planning Sub-Committee to the Board of Directors develops, reviews, and approves the Community Benefit Report and Strategic Plan. AAMC's CBR Team includes the Executive Director of Marketing, Communications and Wellness, the Manager of Health Promotion, community outreach nurses (askAAMC), community outreach dieticians, representatives from the hospital's service lines (including mother/baby, oncology, surgical, joint, spine, and drug and alcohol rehabilitation).

3. _ X __Other (please describe)

The CBR Initiative is supported by the Director of Reimbursement, Reimbursement Financial Analyst, the Director of Decision Support, and the Manager of the Annapolis Outreach Center & Community Health Center, and several analysts.

c. Is there an internal audit (i.e., an internal review conducted at the hospital) of the Community Benefit report?

Spreadsheet_X_yes ____no Narrative _X_yes ____no

d. Does the hospital's Board review and approve the completed FY Community Benefit report that is submitted to the HSCRC?

 Spreadsheet
 X _yes
 no

 Narrative
 X _yes
 no

IV. HOSPITAL COMMUNITY BENEFIT PROGRAM AND INITIATIVES

1. Please use Table III (see attachment) to provide a clear and concise description of the needs identified in the process described above, the initiative undertaken to address the identified need, the amount of time allocated to the initiative, the key partners involved in the planning and implementation of the initiative, the date and

outcome of any evaluation of the initiative, and whether the initiative will be continued. Use at least one page for each initiative (at 10 point type).

For example: for each major initiative where data is available, provide the following:

- a. Identified need: This includes the community needs identified in your most recent community health needs assessment as described in Health General 19-303(a)(4). Include any measurable disparities and poor health status of racial and ethnic minority groups.
- b. Name of Initiative: insert name of initiative.
- c. Primary Objective of the Initiative: This is a detailed description of the initiative and how it is intended to address the identified need. (Use several pages if necessary)
- d. Single or Multi-Year Plan: Will the initiative span more than one year? What is the time period for the initiative?
- e. Key Partners in Development/Implementation: Name the partners (community members and/or hospitals) involved in the development/implementation of the initiative. Be sure to include hospitals with which your hospital is collaborating on this initiative.
- f. Date of Evaluation: When were the outcomes of the initiative evaluated?
- g. Outcome: What were the results of the initiative in addressing the identified community health need, such as a reduction or improvement in rate? (Use data when available).
- h. Continuation of Initiative: Will the initiative be continued based on the outcome?
- i. Expense: What were the hospital's costs associated with this initiative? The amount reported should include the dollars, in-kind-donations, or grants associated with the fiscal year being reported.
- 2. Were there any primary community health needs that were identified through a community needs assessment that were not addressed by the hospital? If so, why not? (Examples include other social issues related to health status, such as unemployment, illiteracy, the fact that another nearby hospital is focusing on an identified community need, or lack of resources related to prioritization and planning.)

While there are needs that the Anne Arundel County's Report Card of Community Health Indicators (May 2012) indicate, Anne Arundel Medical Center cannot meet all of these specific needs. First, Anne Arundel County had 13.0 days per year in which the Air Quality Index (AQI) exceeded 100. The Maryland baseline is 8.4 days per day. Individually, AAMC cannot provide services to reduce the AQI. Rather, this needs to be a county initiative in which community members, industry, and county officials work to resolve this health hazard.

Obesity is a health need in the Anne Arundel County Community. AAMC spent FY2012 developing collaborations and partnerships with key community stake-holders on this issue. In fact, it was presented as a major initiative for our LHIC, Healthy Anne Arundel. We will spend FY2013 through FY2015 developing obesity prevention and treatment programs.

V. PHYSICIANS

1. As required under HG§19-303, 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.

Population changes and the implementation of the Affordable Care Act (ACA) are projected to create demand for 52,000 additional U.S. primary care physicians (PCP) by 2025, according to a study in the *Annals of Family Medicine*.²⁴

The Association of American Medical Colleges estimates that the U.S. will face a shortage of 90,000 doctors by 2020 and more than 130,000 by 2025.²⁵

As identified in AAMC CBR narrative in FY2011, there is a significant shortage of PCPs in the region per the 2009 Rand Corporation Report (89 PCP's per 100,000 in Anne Arundel County). The Advisory Board Company's 2010 estimate for Primary Care Physician FTEs required to meet the needs of the population in Anne Arundel County amounts to 99.4 Family & General Medicine Physician FTEs, 68.7 Internal Medicine Physician FTEs, and 49.8 Pediatrician FTEs using their analysis tool. By 2015, The Advisory Board also projects an increased requirement of 10.6 FTE PCPs, spread across the three primary care specialties in the County to meet the increased population needs.

There are approximately 1,800 adults who visit the AAMC ER each year for non-urgent and preventable conditions. Therefore, AAMC continues to promote physician recruitment with regard to primary care physicians to the county. An additional five primary care physicians were recruited and employed for AAMC practices. This will continue to be a major initiative for the organization.

This shortage results in seriously limited access to primary care in parts of our Community Benefit Service Area. Building primary care access is essential to the Hospital's strategic plan, *Vision 2020*. Increased accessibility and coordinating health care increased the focus on prevention and improving the population health of our CBSA.

²⁴ The Advisory Board Company, using data on PCP visits and U.S. Census Bureau data

²⁵ http://www.reuters.com/article/2012/11/16/us-family-docs-idUSBRE8AF1FE20121116

The most significant effort put forth in FY2012 was to focus on the continued operations of the Community Health Center which was opened in FY2011 on Forest Drive in Annapolis with bilingual staff.

- 2. If you list Physician Subsidies in your data in category C of the CB Inventory Sheet, please indicate the category of subsidy, and explain why the services would not otherwise be available to meet patient demand. The categories include: Hospital-based physicians with whom the hospital has an exclusive contract; Non-Resident house staff and hospitalists; Coverage of Emergency Department Call; Physician provision of financial assistance to encourage alignment with the hospital financial assistance policies; and Physician recruitment to meet community need.
 - The hospital maintains 24/7 inpatient coverage with the Hospitalist Program and physician coverage for Palliative Care Program, Neurology Stroke Program, Women's Pelvic Health, Thoracic Surgery Program, Neonatal Ophthalmology, Gyn Oncology Program, Surgical Oncology Program, Hematology/Medical Oncology Program, Annapolis Oncology Center & Breast Center, \$10,841,391 (Line 92).
 - This coverage provides round the clock access for patients to needed specialties. It guarantees patient access to needed services.
 - Emergency Department On-Call Physician(s), \$469,127 (Line C91). AAMC provides funding for comprehensive Emergency Department medical staff coverage (24/7/365).
 - This coverage ensures there is always appropriate level of care in the ED in order to maintain quality patient care.
 - The hospital contributed \$62,000 (Line C10) in FY12, working in collaboration with the Anne Arundel County Health Department to provide physician(s) and mid-wives for patients that participate in the Anne Arundel County Department of Health Prenatal Maternity Clinic, which provides care for uninsured Latina women whose infants would be Medicaid-eligible.
 - This coverage provided free pre-natal care to more than 180 women and their children.
 - The hospital contributed \$50,000 in FY12 (Line C40), working in collaboration with Johns Hopkins Physicians to treat uninsured patients that present at the Kent Island Urgent Care Center.
 - This program provided care to patients in their own community.

VI. APPENDICES

To Be Attached as Appendices:

- **1.** Describe your Financial Assistance Policy (FAP):
 - a. Describe how the hospital informs patients and persons who would otherwise be billed for services about their eligibility for assistance under federal, state, or local government programs or under the hospital's FAP. (label appendix I)

For *example*, state whether the hospital:

- Prepares its FAP, or a summary thereof (i.e., according to National CLAS Standards):
 - in a culturally sensitive manner,
 - at a reading comprehension level appropriate to the CBSA's population, and
 - in non-English languages that are prevalent in the CBSA.
- posts its FAP, or a summary thereof, and financial assistance contact information in admissions areas, emergency rooms, and other areas of facilities in which eligible patients are likely to present;
- provides a copy of the FAP, or a summary thereof, and financial assistance contact information to patients or their families as part of the intake process;
- provides a copy of the FAP, or summary thereof, and financial assistance contact information to patients with discharge materials;
- includes the FAP, or a summary thereof, along with financial assistance contact information, in patient bills; and/or
- discusses with patients or their families the availability of various government benefits, such as Medicaid or state programs, and assists patients with qualification for such programs, where applicable.
- b. Include a copy of your hospital's FAP (label appendix II).
- c. Include a copy of the Patient Information Sheet provided to patients in accordance with Health-General §19-214.1(e) (label appendix III).

Please see the attached Appendix I – Description of AAMC's Financial Assistance Policy, Appendix II – AAMC's Financial Assistance Policy and Appendix III – AAMC's Patient Information brochure in English and in Spanish and copy of AAMC's Financial Assistance and Billing resource web page for patients and their families at <u>http://www.aahs.org/patients-visitors/billing.php</u>.

2. Attach the hospital's mission, vision, and value statement(s) (label appendix IV).

Please see AAMC's mission, vision, and values attached as Appendix IV.

Initiative 1.

Identified Need	Hospital Initiative	Primary Objective of the Initiative	Single or Multi-Year Initiative Time Period	Key Partners and/or Hospitals in initiative development and/or implementation	Evaluation dates	Outcome (Include process and impact measures)	Continuation of Initiative	Cost of initiative for current FY? (See Instructions)
High mortality rate from Heart Disease and Lung Cancer	Smoking Cessation Initiative	Smoking is the most preventable risk factor for heart and lung disease. Reducing smoking rates in Anne Arundel County can improve health outcomes and reduce mortality from heart and lung disease. A comprehensive Smoking cessation program is made available for free to the Anne Arundel County community. This includes adult and adolescent target audiences. Individual counseling is available for adults who are in-patients and out-patients. Classes are available for adolescents. Support groups to maintain cessation is available for adults.	Multi-year initiative; on-going	AAMC, American Heart Association, American Cancer Society, Anne Arundel County Schools, Physician groups, faith based community	Yearly	Inpatient Smoking Cessation Counseling encounters = 4,088 Outpatient individual Counseling = 172 encounters Adult classes encounters = 613 Support group to maintain cessation = 12 encounters Adolescent prevention classes in schools = 312 encounters Adolescent prevention classes at Pathways (substance abuse treatment facility) = 57 encounters Adults currently smoke 14.1% 27% of adolescents used any tobacco product in the last 30 days. <u>Cancer Rate for Lung & Bronchus:</u> Total Rate: 66.9/100,000	The current activities will continue; increased outreach and education will focus on adolescent outreach since the smoking rates for teens continues to be high	\$134,006

Initiative 2.

Identified Need	Hospital Initiative	Primary Objective of the Initiative	Single or Multi-Year Initiative Time Period	Key Partners and/or Hospitals in initiative development and/or implementation	Evaluation dates	Outcome (Include process and impact measures)	Continuation of Initiative	Cost of initiative for current FY? (See Instructions)
High rate of substance abuse in Anne Arundel County	Access to Substance Abuse Treatment	Decrease the rate of drug induced admissions and deaths Decrease the rate of binge drinking. Alcohol use is very prevalent in Anne Arundel County. Alcohol and drug addiction is a progressive illness, treatable through professional and compassionate care, strong family involvement, education and ongoing support. The goal is to help each individual stop the substance abuse cycle. Access to care is critical for all individuals. The Pathways program provides no cost treatment services for low income patients. They also provide outpatient support for the patients post-discharge.	Multi Year Initiative	AAMC AA County Public Schools, Department of Juvenile Justice, AA County Courts, AA County Department of Health	Yearly	No cost treatment beds for detox patients = 30 patients Support groups for patients in recovery = 2,810 encounters Rate of drug induced deaths = 15/100,000 Alcohol: Binge Drinkers 18.4% above the State rate of 14.4%	AAMC has focused on substance abuse disorders' initiatives in FY13. Two initiatives will be added to the existing substance abuse treatment program. Psychiatrists will be added to the ER on-call system, and there will be the implementation of a mental health unit within the ER to address mental health ER visits and admissions This is due to the Rate of suicide = 9.6/100,000 Rate of ED visits for a behavioral health condition 1,134.9/100,000 population	\$98,800

Initiative 3.

Identified Need	Hospital Initiative	Primary Objective of the Initiative	Single or Multi-Year Initiative Time Period	Key Partners and/or Hospitals in initiative development and/or implementation	Evaluation dates	Outcome (Include process and impact measures)	Continuation of Initiative	Cost of initiative for current FY? (See Instructions)
Disparities in Access to Primary Care Uninsured and Under-insured population	Primary Care Medical Home AAMC Community Health Center Annapolis Outreach Center	To provide access to quality, affordable healthcare to the uninsured and underinsured. Reduce emergency room visits by providing medical services with an emphasis on early intervention and prevention of disease. The AAMC Community Health Center employs bilingual staff.	Multi year	AAMC Department of Social Services AA County Department of Health Center for Hope (Centro de Ayuda) MCHRC City of Annapolis	Quarterly	FY12 Patient encounters = 6,506 FY12 Patient Encounters = 6,776 includes medical and dental care visits Improve population health:	Yes; AAMC is working with the Housing Authority of Annapolis to design and build a health clinic in a Health Enterprise Zone. Planning has been initiated in FY2013.	\$430,371 \$260,841
		Outreach Center employs bilingual staff. NOTE: Both clinics were planned to operate in low income areas with large populations of minority individuals. This is to address the issues of health disparity in the county and access to care.				Mortality Rate : 714.3/100,000 Rate of ED visits for asthma per 10,000 (ten thousand) population 78.6 Rate of ED visits for hypertension: 183.8/100,000, Rate of ED visits for diabetes per 100,000 population 315.3		

Description of Financial Assistance Policy

Anne Arundel Medical Center does not deny anyone access to medically necessary services based on ability to pay. AAMC assists patients in application for financial assistance. The hospital dedicates Financial Counselors to navigate patients and their families through applications for federal, state and local county funded programs that will best fit their financial circumstances. Free care, sliding scale-reduced cost services and interest free payment programs are available to individuals that may not qualify for Medicaid, Medicare, other funding programs or insurance coverage.

To ease the burden of Medicaid applications, resources are allocated to helping individuals gather documents to complete Medicaid enrollment requirements. The hospital shares the cost of an on-site local Department of Health worker to evaluate Medicaid application. Within two business days of a patient's application for financial assistance, Medicaid programs, or both, the Financial Counselors may be able to notify the applicant of their probable eligibility.

The hospital posts a summary of its policy informing patients of the availability of financial assistance in all registration, admitting areas, and website, including the Emergency Department. The notice of available financial assistance is published in "The Capital" newspaper annually.

The hospital provides the opportunity to resolve questions regarding charges or insurance benefits paid via the AAMC Patient Financial Services Department in a patient-friendly environment.



Anne Arundel Medical Center

Procedure: Patient Financial Services – Hospital Financial Assistance, Charity Care, Billing & Collection Policy

, 8	
Effective Date:	December 1, 1997
Review Date:	August 15, 2012
F&A Committee Approval:	September 21, 2012
Board of Trustees Approval:	September 27, 2012

Purpose:

- > To assure the hospital communicates patient responsibility amounts in a fair and consistent manner.
- To provide opportunity to resolve questions regarding charges or insurance benefits paid.
- To assure the hospital meets the requirements of Maryland standards for hospital billing and collection practices, effective June 1, 2009
- To provide opportunity to resolve questions regarding charges or insurance benefits paid.
- To define the hospital's decision making process for referral for collection or legal action.
- To assure the hospital meets the requirements of Maryland standards for hospital billing and collection practices, effective June 1, 2009

Hospital Financial Assistance Policy Statement

- To promote access to all for medically necessary services regardless of an individual's ability to pay
- To provide a method of documenting uncompensated care
- To ensure fair treatment of all applicants and applications

Hospital Financial Assistance Communications

- The Financial Assistance Signage is conspicuously displayed in English & Spanish in the Emergency Department, Cashiering & Financial Counseling.
- Financial Assistance Policy as well as a printable Uniform Financial Assistance application is posted on the AAMC website.
- English/Spanish table top tents display this information at every patient entry point and it is included in each patient guide located in the inpatient rooms.
- Registration staff and Financial Coordinators are trained on how to refer patients for financial assistance.
- The financial assistance application is available at all registration points but in particular the Emergency Department.
- A brochure "What you need to know About Paying for Your Health Services" is available at every patient access point. The brochure was developed by Patient

Financial Services with guidance from Public Relations. This brochure includes information regarding financial assistance/contact points and is available in English/Spanish. Also, it is posted on AAMC's website.

- It is mandatory that all inpatients receive the "What you need to know about paying for your health services" brochure as part of the admission packet.
- Informational "business cards" are available through the patient access/registration staff to provide to the uninsured or any individual concerned about paying their hospital bill directing them to the hospital Financial Counseling office for assistance.
- Hospital Patient Financial Service staff receive extensive training on the revenue cycle and are incentivized to obtain AAHAM Technical (CPAT) certifications to demonstrate their expertise in billing and revenue cycle requirements.

Charity Care

- AAMC provides 100% charity to individuals with household income at or below 200% of the US Poverty guideline but deemed ineligible for any County, State or Federal Medicaid or other funding program.
- AAMC provides 100% charity to individuals enrolled in the Medicaid Primary Adult Care program and other means tested State & Local programs.
- AAMC provides a sliding fee scale for individuals with household income at or below 330% of the US poverty guideline but deemed ineligible for any County, State or Federal Medicaid or other funding program.
- AAMC provides financial assistance not only to the uninsured but to patients with a demonstrated inability to pay their deductibles, copayments and balance after insurance.
- The hospital excludes assets such as the patient's primary home, method of transportation and cash assets less than \$15,000.
- For all income levels, AAMC will take into account special circumstances such as the amount of the bill compared to income and cumulative impact of all medical bills.
- AAMC developed an initiative with the A.A. County Department of Health to help provide free prenatal diagnostic testing for uninsured unregistered immigrants. These individuals are not eligible for any Medicaid program.
- AAMC participates with an Anne Arundel County specific program (REACH) administered through the AA County Department of Health to provide free care to low income uninsured or under-insured individuals (below 200% of the US Poverty Guideline). These individuals come to AAMC on an elective basis and are prescreened by the local Department of Social Services.
- Diagnostic and Treatment services are provide free of charge to referrals from the AAMC Outreach Free Clinic initiative located in downtown Annapolis.
- Payment plans, Interest Free

Billing

Patient Statement of Charges:

- A Summary Bill of charges, formally referred to as the Uniform Summary Bill is mailed to every inpatient within 15 days of discharge from the hospital. This contains information on the insurance company billed as well as how to contact the Patient Financial Services office for questions or assistance.
- Uninsured patients receive this Summary as well
- Each bill for outpatient services includes detail charge information on the first request for payment.
- At any time, the patient may request a copy of their detailed itemized bill.
- The HSCRC required Patient Billing Information sheet data is printed on the Uniform Summary Bill and the back of all patient billing statements.
- A representative list of services and charges is available to the public on the hospital's website and in written form. The website will be updated quarterly with the most recent average charge per case for each of the services.
- Requests and inquires for current charges for specific procedures/services will be directed to the ACP Financial Coordinator or if applicable the specific department Financial Coordinator. The Coordinator will communicate with the patient and the patient's provider of care to provide the best possible estimate of charges. Using the CPT code, service description and/or other supply/hospitalization time charge estimates are based on, a) review of the charge master for the CPT code/service description, and/or b) review of cost of similar surgical procedures/treatments/hospital stays. The patient will be informed cost quotes are estimates and could vary based on the actual procedure(s) performed, supplies used, hospital stay/OR time & changes in HSCRC rates. If the Coordinator requires guidance or additional information to provide the estimate he/she will contact the Reimbursement Department. Every effort will be made to respond to the request for charges within 2 business days depending on information needed to fulfill the patient's request.

Patient Balance Billing:

- From the point in which it is known that the patient has a balance for which they are responsible the hospital begins billing the patient to request payment.
- Each patient receives a minimum of 3 requests for payment over a 90 day period.
- Each patient bill includes contact information for financial assistance and states where to call to request a payment plan.
- Each bill informs the patient they may receive bills from physicians or other professionals.
- Short and Long term interest free payment plans are available. The hospital takes into account the balance of the bill and the patient's financial circumstances in determining the appropriate agreement.
- Should the patient contact Patient Financial Services Customer Service unit regarding inability to pay financial assistance is offered and the financial assistance screening process begins.

Collection Agency process:

- If there is no indication from the patient or a representative that they cannot pay and no attempt at payment or reasonable payment arrangements is made, the account is referred to a collection agency.
- The collection agency referral would typically occur between 90 110 days from the first request to the patient to pay assuming the patient made no attempt to work out payment arrangements or indicated financial need.
- The final statement to the patient communicates the account will be referred to an external agency if the balance is not satisfied.

Collections

- The Director of Patient Financial Services oversees the hospital's business relationship with the Collection Agency.
- AAMC does not utilize a credit reporting bureau.
- AAMC does not charge interest to patients
- The collection agency performs a financial checkpoint before taking the next step to legal action.
- AAMC staff reviews each case before being referred for legal action
- The collection agency is educated on how to make referrals to AAMC's financial counseling department for individuals indicating they have an inability to pay.
- The collection agency will establish payment arrangements in compliance with AAMC's interest free commitment.
- As a last resort, AAMC will file suit for collection of debts.
- If the court makes judgment in the hospitals favor a formal legal credit mark referred to as a "judgment" is placed on an individual's credit and remains intact for 10 years. Once the full payment is made the patient may request that the judgment reflects as satisfied on the credit rating.
- AAMC will file suit against estates and in some cases, when appropriate, trust funds.
- AAMC does actively enforce a lien against an individual's primary home.

Approved by CFO Bob Reilly

Thank you for choosing Anne Arundel Medical Center for your health care needs. We understand this can be a challenging time for our patients, and we know that the financial aspect of hospitalization sometimes can be confusing.

To take the confusion out of the payment process, our Patient Financial Services Team is available to help you understand your hospital bill. We also can help you with payment options, including whether you are eligible for financial assistance through federal and state programs. We can answer general questions about the manner in which your insurance company processed your bill. We have prepared this brochure to help answer the most commonly asked questions about billing. If your specific question is not listed here, please contact 443-481-6500 Monday – Friday between 8:30 a.m. and 4:00 p.m.

Patient Financial Services Resources

Our Financial Counseling team is located at the Medical Park Campus, 2001 Medical Parkway, Annapolis, Maryland. You may make an appointment to meet with a financial coordinator by calling:

Financial Assistance 443-481-1401

Medical Assistance application 443-481-1401

Payment Arrangements 443-481-1401

If you have received a bill and have questions or wish to discuss payment arrangements you may call:

Questions about your bill 443-481-6500



Patient Billing Information Q&A

What is included in my hospital bill?

professional services, such as those of respiratory and dietitians, therapists and other staff. It also includes Your bill from Anne Arundel Medical Center is for services you receive from nurses, social workers, charges for your room, meals, linens, supplies, medications, diagnostic tests and supervised physical therapists.

consulting physicians, and surgeons for services they You will be billed separately by your physicians, What is not included in my hospital bill?

or internal medicine physicians who may have treated will send you a separate bill fo<mark>r services th</mark>ey provided. provide to you. These services are NOT included in in the Emergency Departme<mark>nt; those y</mark>ou may never studies, such as X-rays, EKGs, and certain laboratory specimens; and anesthesiologists, staff pediatricians your hospital bill. Each physician who cares for you This includes physicians who may have treated you see, including physicians who interpret diagnostic you during your stay.

How does health insurance billing work?

information could mean a denial from your insurance your full name, address, phone number, date of birth, Center, we will bill your health insurance provider on and Social Security number. Incomplete or incorrect When you receive services at Anne Arundel Medical your behalf. To do this, and to assure the hospital is paid for services provided to you, we need a copy of accurate information to your health plan, including your insurance card. We must supply complete and insurance company may also require that you make balance of the invoice when an insurance provider provider. You could be held responsible for the delays, denies, or makes partial payment. Your your co-payment at the time of service.

If you cannot or will not provide complete insurance and subscriber information Anne Arundel Medical

necessary by your insurance company must be paid in full All cosmetic services and services not deemed medically and in advance of the service.

What if I Have a Managed Care or HMO Plan?

/our admission within 24 hours of an emergency admission. non-emergency services. Anne Arundel Medical Center will require you to obtain a referral or authorization for certain notification of your inpatient admission. Most HMO plans you to contact your local office to obtain authorization for Your health insurance card should provide you with your admitted to our emergency room, your plan may require plan's telephone number. Anne Arundel Medical Center If you have a managed care or HMO plan and you are staff will attem<mark>pt to co</mark>ntact yo<mark>ur i</mark>nsurance plan wit<mark>h</mark> help you ob<mark>tain the a</mark>uthorization.

Many HMOs require you to receive diagnostic services such as laboratory tests and X-rays at a designated provider, not at the hospital's outpatient department.

What if my visit involves worker's compensation?

bill. It is important that you provide your medical insurance from you or your employer you will be responsible for your benefit information as well, so any required authorizations assist in protecting you and the hospital financially should worker's compensation deny payment. We need a copy of If we do not receive worker's compensation information or other steps to ensure coverage are followed. This will the denial in order to bill your insurance.

What if my visit is due to a motor vehicle accident?

hospital financially should the auto insurance deny payment. We need a copy of the denial in order to bill your insurance. Anne Arundel Medical Center does not bill auto insurance required authorizations or other steps to ensure coverage providers. MVA patients are responsible for payment of services provided. It is important that you provide your are followed. This will assist in protecting you and the medical insurance benefit information as well, so any

for the treatment or diagnosis of an illness or injury. In be asked to sign an Advance Beneficiary Notice before service is provided stating that Medicare is not likely to most cases Medicare provides payment for "medically service that may not be covered by Medicare you will pay for the service. By signing this form you agree to necessary" services. If your physician prescribes a be responsible for payment.

What are my options under Medicare?

related questions, please call the Medicare Beneficiary would like to file an appeal or have other Medicareto talk with your physician about options that would ap<mark>peal</mark> a Medicare decision of non-coverage. If you If you have an Advance Beneficiary Notice you can refuse the service or treatment, we encourage you be covered under Medicare. You have the right to or you can refuse the service or treatment. If you sign it and agree to pay for the services yourself Hotline at 1-800-633-4227.

What if I can't pay on time?

the hours of 8:30 a.m. – 4:00 p.m., Monday through the amount owed. Please call 443-481-6500 between Arundel Medical Center will take action to recover However, if your accou<mark>nt becom</mark>es past due, Anne Friday, to discuss your circumstances. We want to make it difficult for yo<mark>u to pay y</mark>our bill on time. We understand that certain circumstances may nelp you protect your credit.

all or a portion of your bill. Please call 443-481-1401 for assistance. Anne Arundel Medical Center offers financial assistance for those who do not qualify for state or federal programs but meet certain federal apply for state and federal programs that may pay poverty guidelines. Also, you may be eligible for a What if I am unable to pay any portion of my bill? If you are unable to pay your bill we can help you

partial reduction on the amount you owe.

Gracias por elegir el Centro Médico Anne Arundel para sus necesidades de atención de salud. Comprendemos que éste puede ser un momento difícil para nuestros pacientes, y sabemos que el aspecto financiero de la internación puede a veces resultar confuso.

A fin de clarificar el proceso de pago, nuestro Equipo de Servicios Financieros al Paciente se encuentra disponible para ayudarlo a entender la factura del hospital. También podemos ayudarlo con las opciones de pago, lo que incluye saber si califica para obtener asistencia financiera a través de programas federales y estatales. Podemos responder preguntas generales acerca del modo en que la compañía de seguros procesó su factura. Hemos preparado este folleto para ayudarlo a responder las preguntas más frecuentes relacionadas con la facturación. Si su pregunta específica no se encuentra aquí, por favor comuníquese al 443-481-6500 de lunes a

Recursos para los Servicios Financieros al Paciente

Nuestro equipo de asesoramiento financiero está ubicado en el Medical Park Campus, 2001 Medical Parkway, Annapolis, Maryland.

Puede concertar una cita con un coordinador financiero llamando a:

Si ha recibido una factura y tiene preguntas o desea conversar sobre los planes de pago, puede llamar a:

	443-481-6500	443-481-6500
Preguntas acerca	de su factura 443-481-6500	Planes de Pago 443-481-6500





Información sobre facturación para el paciente PREGUNTAS Y RESPUESTAS

Información sobre Facturación para el Paciente

¿Qué está incluido en mi factura del hospital?

Su factura del Centro Médico Anne Arundel incluye los servicios que usted recibe de parte de enfermeros, trabajadores sociales, dietistas, terapeutas y otros miembros del personal. También incluye los costos de habitación, comidas, ropa blanca, suministros, medicamentos, exámenes de diagnóstico y servicios profesionales supervisados, tales como los de los terapeutas físicos y respiratorios.

¿Qué no está incluido en mi factura del hospital?

Se le facturarán por separado los servicios brindados por los médicos, médicos especialistas y cirujanos. Estos servicios NO están incluidos en su factura del hospital. Cada médico que lo atienda le enviará una factura por separado por los servicios brindados. Esto incluye los médicos que lo han tratado en el Departamento de Emergencias; aquellos que quizás usted nunca vea, incluso los médicos que interpretan los estudios de diagnóstico, tales como rayos X, electrocardiogramas y determinadas muestras de laboratorio; y anestesistas, pediatras o médicos internistas que lo hayan tratado durante su intermación.

¿Cómo funciona la facturación del seguro de salud?

Cuando reciba servicios en el Centro Médico Anne Arundel Edacutraremos, en su nombre, a su prestador de seguro de salud A tal fin, y para asegurar que se le paguen al hospital los servicios brindados, necesitamos una copia de su tarjeta del seguro. Debemos suministrar información completa y precisa a su plan de salud, incluso su nombre completo, domicilio, número de teléfono, fecha de nacimiento y número del Seguro Social. Si la información no es correcta o está incompleta, su prestador de salud puede rechazar el pago. Usted puede ser responsable del salud o de la factura cuando un prestador de salud retrasa o rechaza el pago, o lo realiza en forma parcial. También es posible que la compañía aseguradora le exija que realice el copago al momento de recibir el servicio.

Si usted no puede proporcionar los datos completos sobre el seguro y el suscriptor, el Centro Médico Anne Arundel no puede presentar la factura ante su compañía de seguro. En tal caso, se lo considerará un paciente de la modalidad "autopago" y le pediremos que realice un depósito por los servicios.

¿Qué sucede si tengo un plan de atención médica administrada o de una organización para el mantenimiento de la salud (HMO)?

Si cuenta con un plan de atención médica administrada o de una HMO y es admitido en nuestra sala de emergencia, su plan puede exigirle que se comunique con la oficina local a fin de obtener autorización para su admisión dentro de las 24 horas posteriores a un ingreso de emergencia. Podrá encontrar el número telefónico del plan en la tarjeta de su seguro de salud. El personal del Centro Médico Anne Arundel intentará contactarse con su plan de seguro para notificar su admisión como paciente hospitalizado. La mayoria de los planes HMO le exigen que obtenga una derivación o una autorización para determinados servicios que no son emergencias. El Centro Médico Anne Arundel lo ayudará a obtener la autorización. Muchos HMOs le exigen que los servicios de diagnóstico, tales como exámenes de laboratorio y rayos X, le sean proporcionados por un prestador designado y no en el departamento de pacientes externos del hospital.

¿Qué sucede si mi visita implica una compensación del seguro obrero?

Si no recibimos información sobre la compensación del seguro obrero de parte suya o de su empleador, usted será responsable de la factura. Es importante también que proporcione información acerca de los beneficios del seguro médico; de esta forma, se pueden cumplir con las autorizaciones requeridas o con cualquier otro paso que haya que seguir a fin de asegurar la cobertura. Esto ayudará para proteger financieramente tanto a usted como al hospital en caso de que la compensación del seguro obrero rechace el pago. Necesitamos una copia del rechazo a fin de facturar su seguro.

¿Qué sucede si mi visita se debe a un accidente automovilístico?

El Centro Médico Anne Arundel no factura a prestadores de seguros de automóviles. Los pacientes por accidentes de automóviles (MVA) son responsables por el pago de los servicios brindados. Es importante que también brinde información acerca de los beneficios del seguro médico; de esta forma, se pueden cumplir con las autorizaciones requeridas o con cualquier orto paso que haya que seguir a fin de asegurar la cobertura. Esto ayudará para proteger financieramente tanto a usted como al hospital en caso de que el seguro del automóvil rechace el pago.

¿Qué cubre Medicare?

"Necesidad Médica" es un término utilizado por Medicare para describir los servicios que Medicare considera "razonables y necesarios" para el tratamiento o diagnóstico de una enfermedad o lesión. En la mayoría de los casos, Medicare otorga el pago de servicios por "necesidad médica". Si su médico prescribe un servicio que puede no estar cubierto por Medicare, se le solicitará que firme una motificación anticipada de beneficios antes de que se binde el servicio, donde se establece que es posible que éste no sea abonado por Medicare. Al firmar este formulario, usted se compromete a responsabilizarse por el pago.

¿Qué opciones tengo con Medicare?

Si usted tiene una notificación anticipada de beneficios, puede firmarla y aceptar que usted correrá con los gastos o puede rechazar el servicio o el tratamiento. Si rechaza el servicio o el tratamiento, le sugerimos conversar con su médico acerca de las opciones que cubre Medicare. Usted tiene derecho a apelar una decisión de no cobertura por parte de Medicare. Si desea interponer un recurso de apación o tiene otras preguntas relacionadas con Medicare, sírvase llamar a la línea dúrecta para beneficiarios de Medicare al 1-800-633-4227.

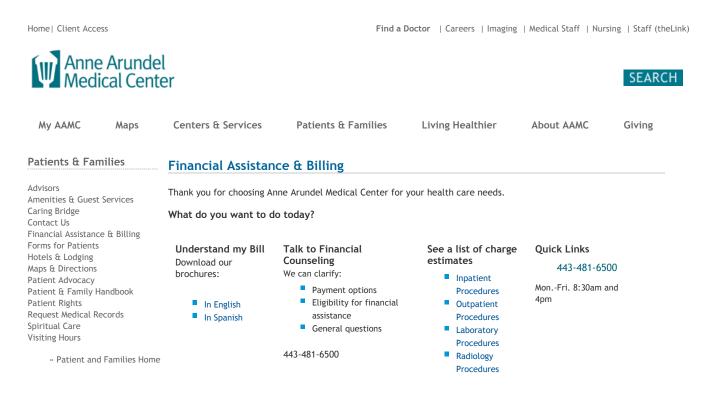
¿Qué sucede si no puedo pagar puntualmente?

Comprendemos que algunas circunstancias pueden dificultar el pago puntual de su factura. No obstante, si su cuenta se vence, el Centro Médico Anne Arundel tomará medidas a fin de recuperar el monto adeudado. Llame al 443-481-6500 entre las 08:30 a.m. y las 04:00 p.m., de lunes a viernes, para exponer sus circunstancias particulares. Queremos ayudarlo a proteger su crédito.

¿Qué sucede si no puedo pagar ninguna parte de mi factura?

Si no puede pagar la factura, podemos ayudarlo a postularse a programas federales y estatales que pueden cubrir el monto total o parcial. Por favor, comuniquese con el 443-481-1401 para solicitar asistencia. El Centro Médico Anne Arundel ofrece asistencia financiera a aquellos que no califiquen para los programas federales o estatales pero que cumplan con ciertas pautas federales de pobreza.

Appendix III-5



Not able to pay?

Anne Arundel Medical Center provides medically necessary services to all persons regardless of their ability to pay. If you think you cannot pay for a medically necessary service, please contact our Financial Counseling office to see if you qualify for financial assistance.

You must apply for these benefits. Please download the Maryland State Uniform Financial Assistance Application (PDF)

Understanding your Medical Costs Before Treatment

The following documents provide the historical range of charges for the most commonly used inpatient and outpatient services at AAMC, and the average charges for the service.

These tables are updated regularly, and are based on patient charges from the past six months. You can use these tables to estimate the charge for services that may incur.

The actual charges for services received may be higher or lower than the figures listed, and will vary depending upon the patient's condition and the level of care, or other services that are required and provided. Please contact our Financial Counseling Office for assistance, or for a more current price list at **443-481-6500**

The amounts reflect hospital charges only: AAMC does not employ most of the physicians who practice at the hospital. Each physician group that provides services will charge you separately. Please contact physician group directly for charge estimates.

- Inpatient Procedures (PDF)
- Outpatient Procedures (PDF)
- Laboratory Procedures (PDF)
- Radiology Procedures (PDF)

Hospital Mission Statement

Mission

To enhance the health of the people we serve.

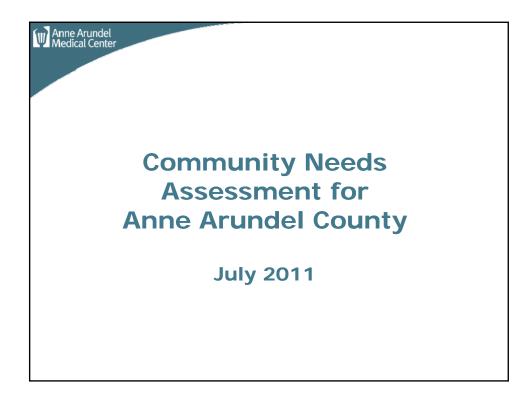
Vision

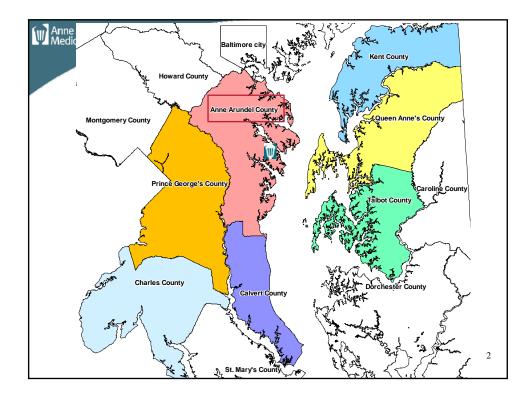
Living Healthier Together.

Core Values

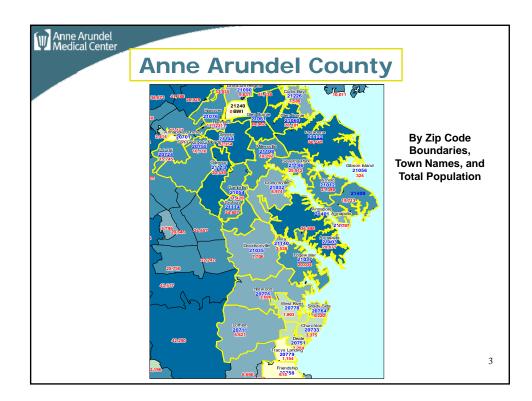
Passion for excellence is at the center of all that we do. The following values aid in this pursuit:

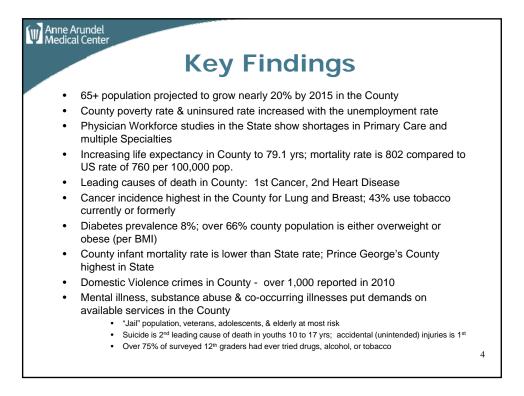
- 1. Compassion
- 2. Trust
- 3. Dedication
- 4. Quality
- 5. Innovation
- 6. Diversity
- 7. Collaboration



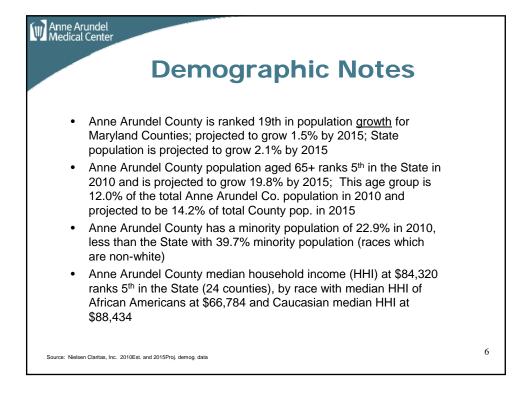


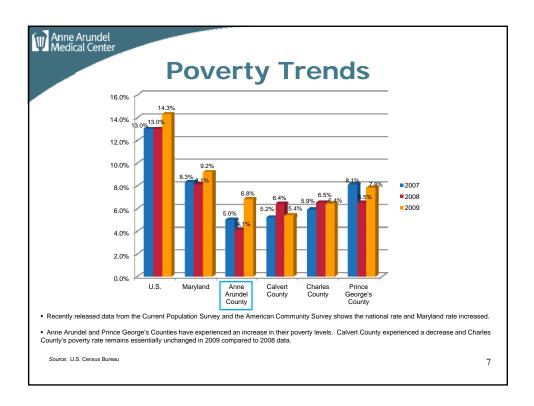
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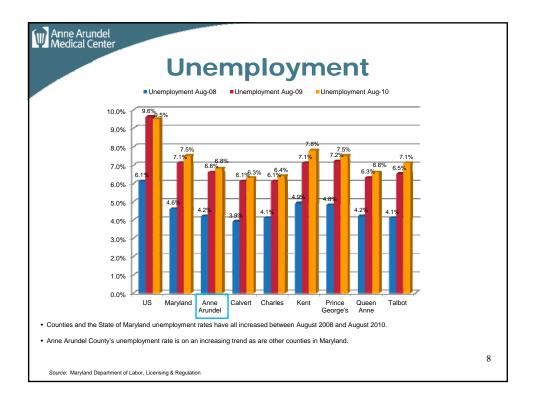


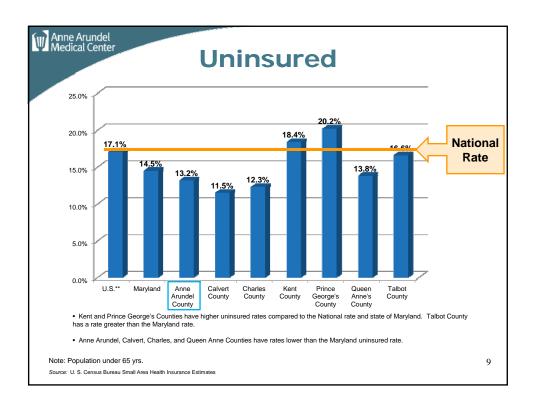


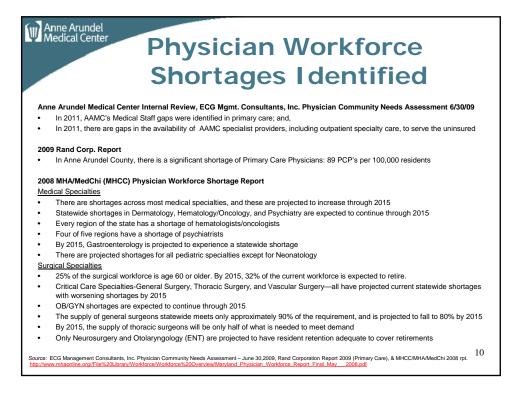
Demographics (Nielsen Claritas 2010 Pop & HHI)									
	Anne Arundel County	Calvert County	Charles County	Kent County	Prince George's County	Queen Anne County	Talbot County	Maryland	United States
Population – 2010 ⁽¹⁾									
Total Population	515,313	90,025	142,759	20,374	816,803	48,042	36,495	5,665,977	309,038,974
5-Year % Growth	1.5%	6.5%	5.9%	2.4%	-0.5%	6.5%	2.6%	2.1%	4.1%
Male	49.5%	49.2%	48.6%	47.8%	48.0%	49.5%	47.8%	48.4%	49.3%
Female	50.5%	50.8%	51.4%	52.2%	52.0%	50.5%	52.2%	51.6%	50.7%
Race*, Age and Ethnicity ⁽¹⁾									
White	77.1%	81.1%	52.4%	80.8%	23.0%	88.5%	82.8%	60.3%	72.3%
African American	15.5%	14.5%	40.2%	15.3%	63.5%	8.1%	13.5%	28.9%	12.4%
Asian	3.1%	1.3%	2.5%	0.8%	3.7%	1.0%	0.8%	5.1%	4.4%
American Indian	0.3%	0.3%	0.7%	0.1%	0.3%	0.2%	0.2%	0.3%	0.9%
Hispanic, any race	4.7%	2.6%	4.0%	3.7%	13.3%	2.2%	3.3%	6.9%	15.8%
Under 5 Years Old	6.6%	5.9%	6.8%	5.2%	6.9%	5.8%	5.4%	6.6%	6.9%
18 Years and Over	76.0%	75.8%	74.1%	81.2%	75.6%	77.1%	80.4%	76.2%	75.7%
65 Years and Over	12.0%	10.9%	9.1%	20.1%	10.0%	14.0%	23.7%	12.5%	13.2%
Median Age	38.1	37.4	35.5	40.9	35.9	39.7	44.7	37.7	37.0
Household and Economic Indicators									
Median Household Income (1)	\$84,320	\$89,681	\$86,273	\$51,871	\$71,476	\$79,163	\$62,517	\$70,826	\$52,795
Below Poverty Level**	6.8%	5.4%	6.4%	14.4%	7.8%	7.3%	8.8%	9.2%	14.3%
Unemployment Rate August 2011***	6.9%	6.4%	6.5%	7.9%	7.5%	6.9%	7.2%	7.4%	9.19
Uninsured**(Ages <65) 2007	13.2%	11.5%	12.3%	18.4%	20.2%	13.8%	16.6%	14.5%	17.1%



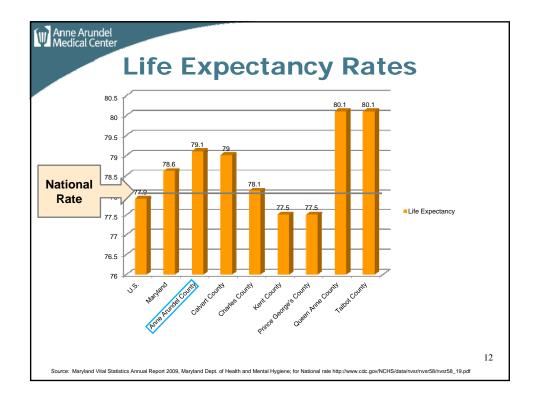


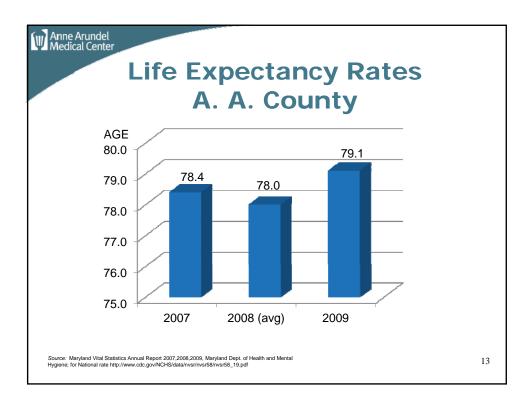


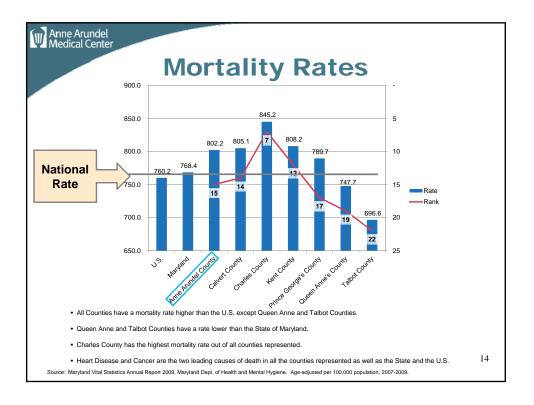


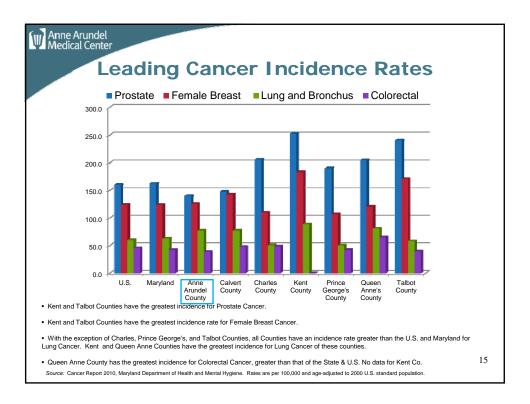


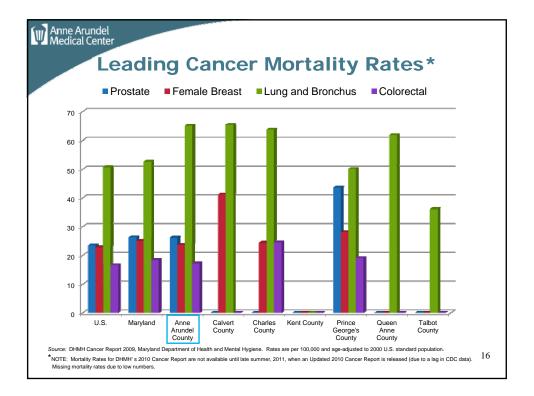
nne Arundel edical Center		2	009)		
	Physician	า Sเ	irplu	ls/(Def	icit)
	by AAN	лс s	Serv	ice	Area	as
	Top 5	Specialtie	s with Defic	it		
	Specialty	Primary	Extended	Region	Future	
	Primary Care	5.4	(216.2)	(210.8)	(84.9)	
	Cardiac/Thoracic Surgery	(6.4)	(26.8)	(33.2)	(9.1)	
	General Surgery	(2.2)	(35.3)	(37.5)	(13.9)	
	OB/GYN	6.9	(17.7)	(10.9)	(7.9)	
	Psychiatry	(15.2)	(71.4)	(86.6)	(15.5)	
	Total	(11.5)	(367.4)	(379.0)	(131.3)	
	Top 5 S	pecialties	with Surpl	us		
	Specialty	Primary	Extended	Region	Future	
	Cardiology	4.0	6.6	10.5	0.3	
	Nephrology	0.2	6.8	6.9	1.8	
	Orthopedics	0.1	0.5	0.6	0.4	
	Pulmonary Disease	4.4	1.6	6.0	(1.2)	
	Plastic Surgery	5.0	2.6	7.6	(2.6)	
	Total	13.7	18.1	31.6	(1.3)	
		Primary	Extended	Region	Future	
	Total Physician Surplus					
	(Deficit)	25.2	(423.2)	(398.0)	(167.1)	

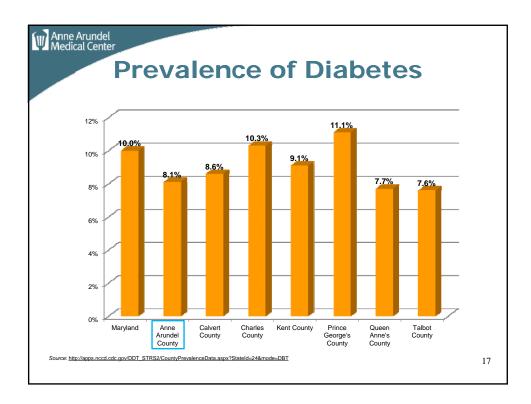


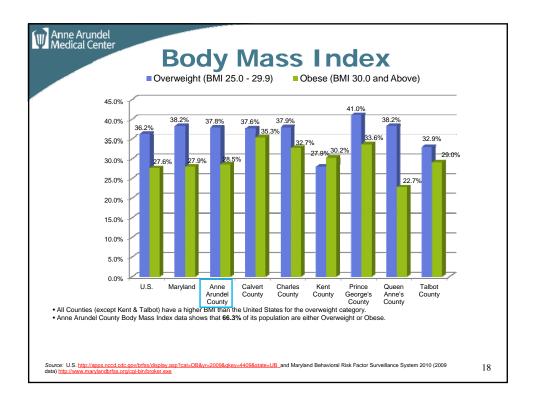


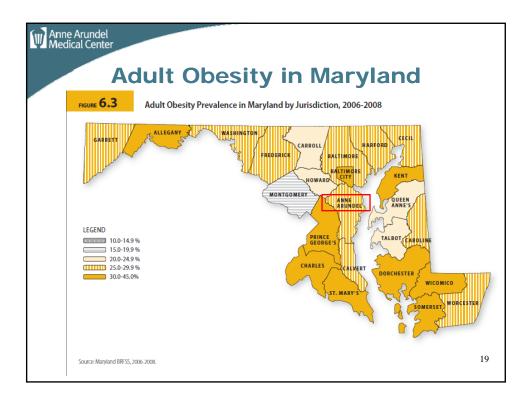


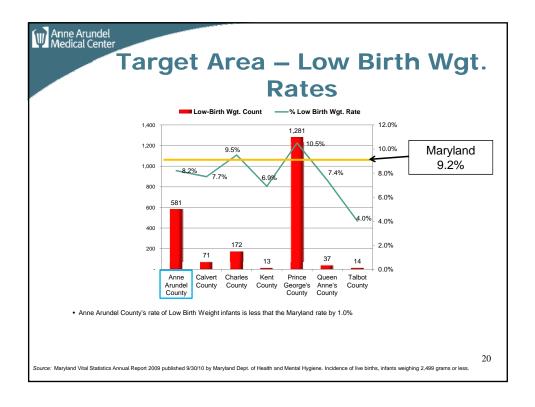


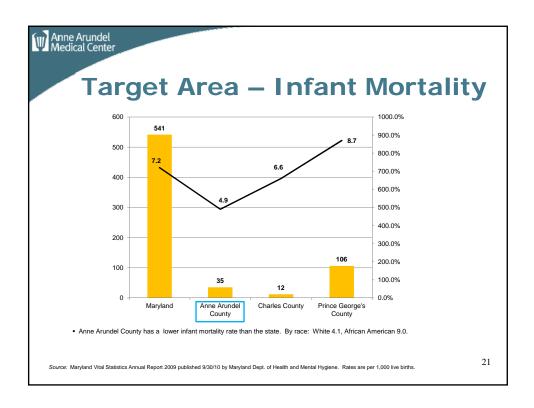


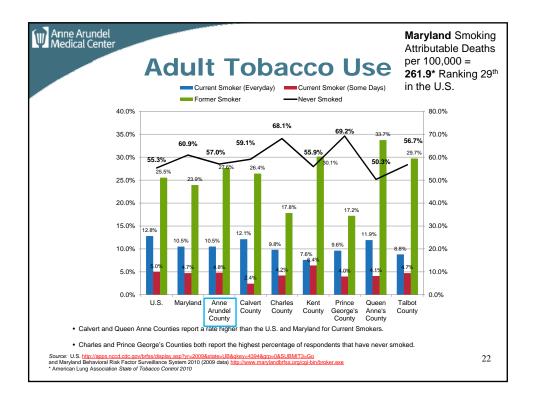


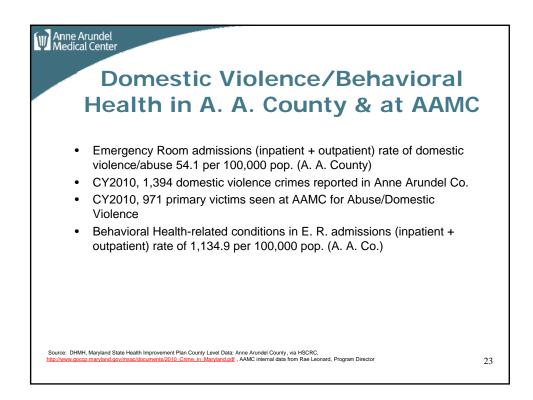


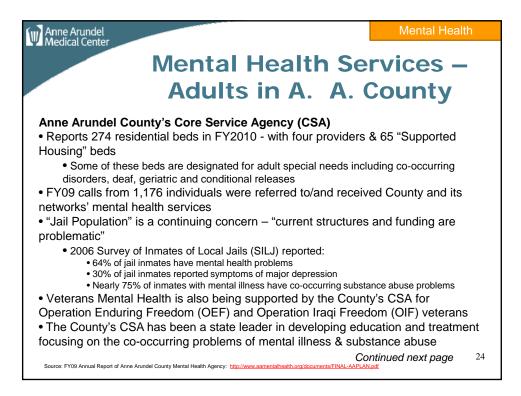


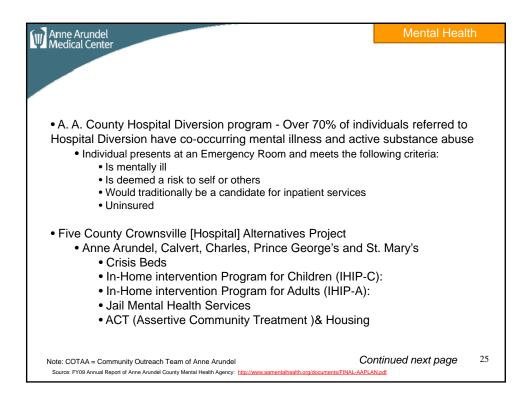




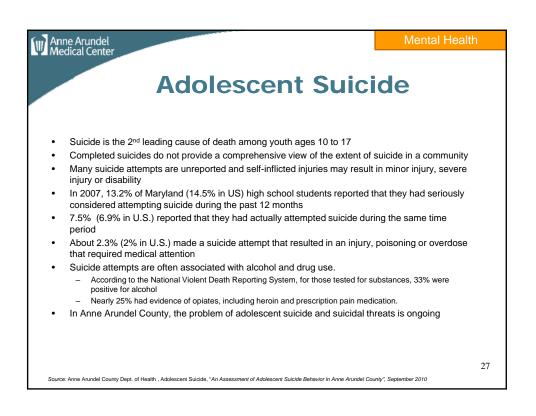


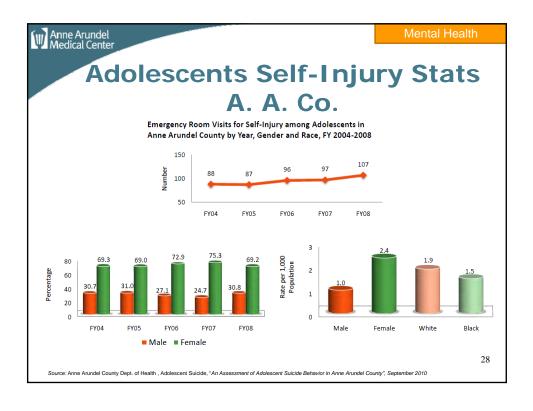




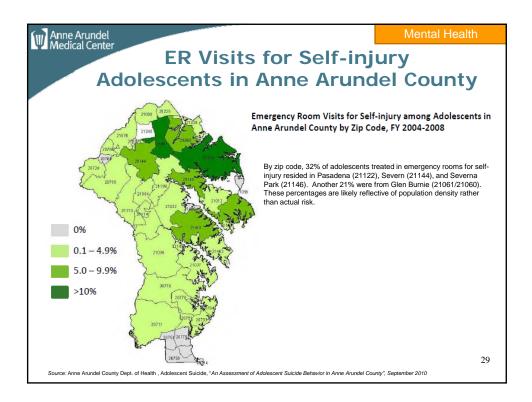


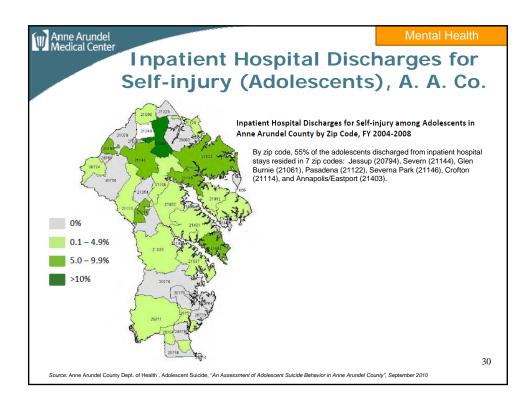
Crisis Response Sys	stem for imr	mediate need of	f behavioral health	n services	
Anne Arundel County Crisis	Response Sys	tem Data for FY20	09		
	arget Annual Total	Actual Annual Total	Target Monthly Average	Actual Monthly Average	
# Mobile Visits/Yr	1,872	1,893	156	158	
# Trainings/Yr	40	792	3	66	
# Calls Incoming/Outgoing/Yr	16,800	19,424	1,400	1,619	
# Individuals Served/Yr	3,600	3,658	300	305	
# of Urgent Care Visits/Yr	500	750	42	63	
# of Persons Transported/Yr # IHS Families served/ 3Xper mo/Yr/U	120 40	312	10	26	
# of IHS Fam. visits/Yr	72	172	6	14	
# of COTAA Consumers	40	168	3	14	
# of COTAA Visits	480	499	40	42	
# of Bed Days of Temp. Housing /Yr	100	18	8	2	

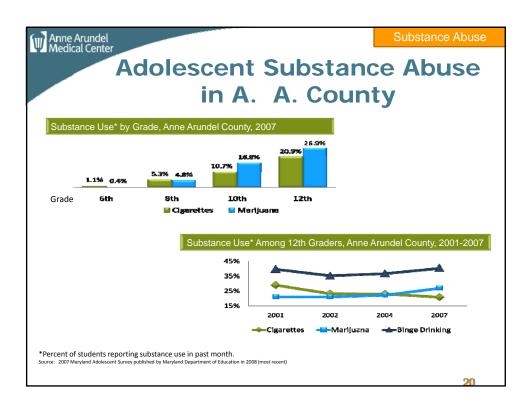


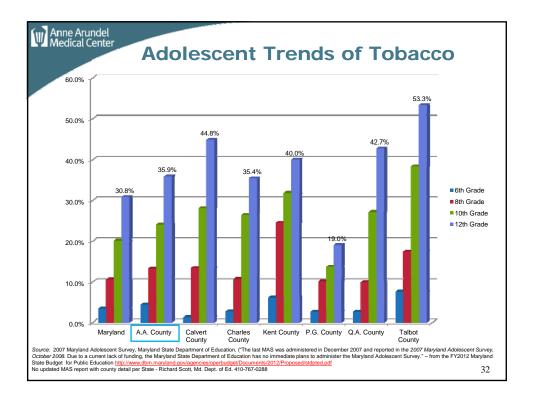


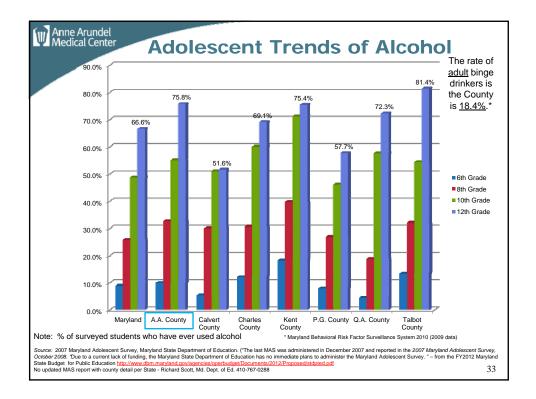
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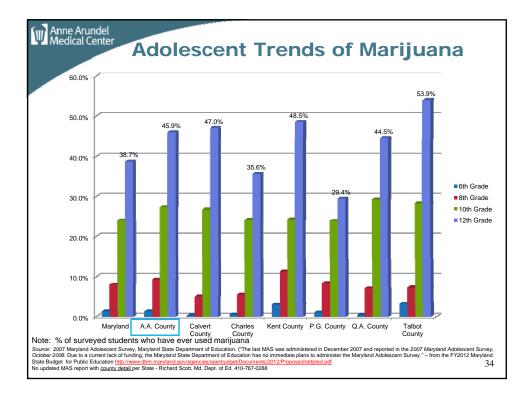


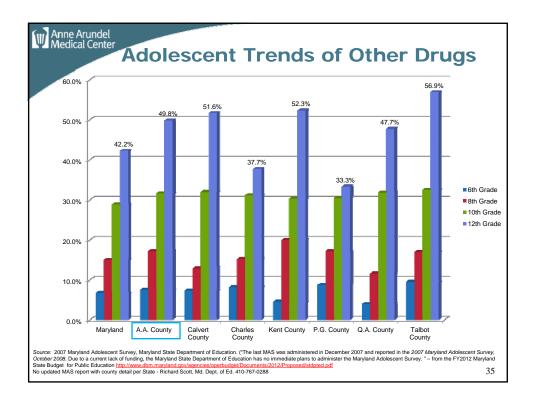


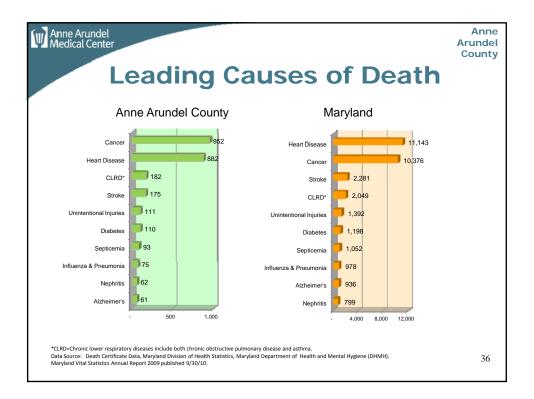




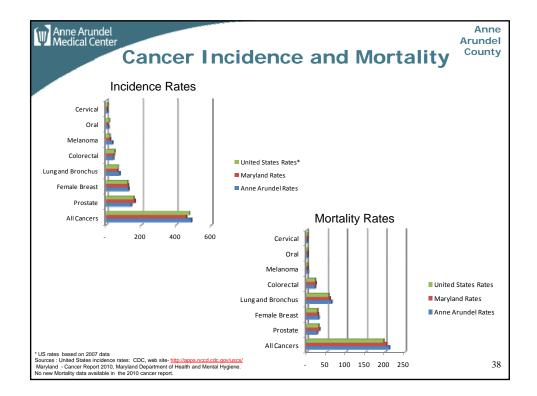








Medical Center										rundel County
			Ca	ases				м	ortality	
	A.A. C	ounty	Mary	land		US	A.A. (County	Maryland	US
Cause of Death	Rank	Cases	Rank	Cases	Rank	Cases	Rank	Rate	Rate	Rate
Cancer	1	952	2	10,376	2	562,875	10	195.2	179.3	186.
Heart Disease	2	882	1	11,143	1	616,067	15	198.8	196.8	204.
CLRD*	3	182	4	2,049	4	127,924	13	41.9	35.6	42.
Stroke	4	175	3	2,281	3	135,952	12	41.3	40.0	45.
Unintentional Injuries	5	111	5	1,392	5	123,706	12	24.2	25.3	41.
Diabetes	6	110	6	1,198	7	71,382	6	24.0	21.8	23.
Septicemia	7	93	7	1,052	10	34,828	6	17.0	17.4	11.
Influenza & Pneumonia	8	75	8	978	8	52,717	4	18.9	17.8	17.
Nephritis	9	62	10	799	9	46,448	12	12.3	13.5	15.
Alzheimer's	10	61	9	936	6	74,632	3	17.6	16.9	24.
All Deaths	N/A	3,695		43,763		2,423,712	15	802.2	768.4	760.



U K	Aedical Center Notes
	Key Findings
	5-Yr Projected average pop. growth for Anne Arundel Co. is 1.5% (2010 vs 2015)
	Poverty rate in Anne Arundel Co. increased from 4.1% in 2008 to 6.8% in 2009; State rate 9.2%.
	Anne Arundel County's unemployment rate is on an increasing trend as are other counties in Maryland.
	Anne Arundel County's Uninsured population rate is 13.2%, below the State rate of 14.5%
	Physician Workforce studies in the State show shortages in Primary Care and multiple Specialties, & aging physicians. Only Neurosurg and ENT are projected to have adequate numbers.
	PSA's greatest physician need is for Surgeons (Cardiac/Thoracic + General) and Psychiatrists; ESA's greatest need is in Primary Care (216 FTE's)
	Average Life Expectancy age in Anne Arundel County is 79.1 yrs.
	Anne Arundel Co. ranks 15th in State for mortality at 802.2 deaths per 100,000 pop out of 24 counties/jurisdictions.
	In Anne Arundel County lung cancer rates are higher than the U.S. and Maryland
	Lung cancer mortality is high in Anne Arundel County compared to Maryland and U.S. rates.
	Diabetes in Anne Arundel County at 8.1% is below the State rate of 10.0%.
	Like all other counties in Maryland, Anne Arundel County has a high rate of Overweight (37.8%) & Obese (28.5%) population based upon BMI, an increase from the 2008 data.
	Maryland has 24 jurisdictions – 23 counties & Baltimore City 39

Ń	nne Arundel ledical Center Notes
	Key Findings
	Anne Arundel County's rate of Low Birth Weight infants is less that the Maryland rate by 1.0%
	Corresponding to the percentage of low birth weight infants, Anne Arundel County's infant mortality at 4.9 is also lower than the State. Infant Mortality by race in A. A. Co: White 4.1, African American 9.0.
	Adult tobacco use in Anne Arundel County correlates to its high incidence of lung cancer 42.9% of respondents currently smoking or former smokers
	Domestic Violence crimes in County - over 1,000 reported in 2010
	Suicide is 2 nd leading cause of death in youths 10 to 17 yrs; accidental (unintended) injuries is 1 st
	Over 75% of surveyed 12 th graders had ever tried drugs, alcohol, or tobacco
	Anne Arundel County 12th graders exceeded the State's tobacco use rate (30.8%) with a rate of 35.9%.
	The State rate of alcohol use (ever used) by 12 th graders was 66.6%. Anne Arundel County's was significantly higher at 75.8%. The rate of adult binge drinkers (alcohol) is the County is 18.4%.
	45.9% of Anne Arundel County's surveyed 12th graders ever used marijuana, higher than the State rate of 38.7%.
	Anne Arundel County 12th graders ever using "other drugs" was 49.8%, higher than the State rate of 42.2%.
	Adult Obesity and Overweight rates for Anne Arundel County are 37.8% and 28.5%, respectively(2010 BRFSS)
	Anne Arundel Co Leading Causes of Death & Mortality rank in MD: 1.Cancer (10th), 2. Heart Disease (15th)
	Anne Arundel Co. Mortality rates for Cancer, Heart Disease, Chronic Lower Respiratory Disease, Stroke, Diabetes, Influenza/Pneumonia, and Alzheimer's are higher than the State rates.
	Anne Arundel Co. cancer incidence rates are above the State rates in Female Breast, Lung and Bronchus, melanoma, 40 and oral cancers.

	Reports	
U. S. and State Agencies	Title of Report	Date of Most Recent Report
	Maryland Vital Statistics Annual Report 2009	September 2010
Md. Dept. of Health and	Maryland Cancer Report 2010	December 2010 Updated March 2011
Mental Hygiene	Maryland Comprehensive Cancer Control Plan	July 26, 2011
Md. Dept. of Education	2007 Maryland Adolescent Survey	October 2008
CDC/ Md.BRFSS	Maryland Behavioral Risk Factor Surveillance System – State of the State Report 2009	November 2010
CDC	Diabetes Data & Trends - online interactive	Regularly updated
Md. Dept. of Labor, Licensing, & Regulation	State and Local Unemployment Rates	June 2011
U.S. Bureau of Labor Statistics	National Unemployment Rate	June 2011
ECG Management Consultants, Inc. (contracted)	Physician Community Needs Assessment	June 30,2009
	Small Area Health Insurance Estimates (SAHIE)	Regularly updated
U.S. Census Bureau	Small Area Income and Poverty Estimates (SAIPE)	Regularly updated
	2009 American Community Survey	September 2010
	http://quickfacts.census.gov/qfd/states/24000.html	Regularly updated 41

Anne Arundel Medical Center		
Agency	Title of Report	Dated
MD DHMH, MD Office of Chronic Disease Prevention	"Chronic Disease Data Brief" (Applied for \$4.1M "Community Transformation" grant from CDC)	July 2011
MD DHMH, MD Diabetes Prevention & Control Program	Diabetes Fact Sheet 2009; "Burden of Diabetes in Maryland"	September 2010
"	"Burden of Obesity in Maryland", "Burden of Heart Disease and Stroke", "Chronic Disease Data Brief"	2010
Maryland Coalition to Control Diabetes (MCCD)	Coalition of approximately 30 organizations; Advocate for health policy changes; Serve as an ongoing statewide forum to identify and address [diabetes] issues	N/A
Coalition for a Healthy Maryland	Legislative Priorities 1. Combat Childhood Obesity in Maryland Incentive: Includes a tax deduction per child for efforts to reverse childhood obesity Provided to parents of children participating in a qualified program designed to combat childhood obesity 2. Reduce Smoking and Tobacco Use in Maryland Incentive: Includes a tax credit for cessation related efforts Provided to users of qualified smoking / tobacco cessation programs 3. Promote Senior Fitness & Wellness in Maryland Incentive: Annual tax deduction for seniors (65+) with qualified fitness & wellness expenses 4. Promote Adult Physical Activity in Maryland Incentive: Annual tax deduction for qualified physical fitness expenses including the cost paid for certain exercise equipment and/or participation or membership in a health and fitness program 5. Promote Healthy Weight Loss in Maryland Incentive: Annual tax deduction for eligible weight loss program fees Provided to users of qualified weight loss programs Procedent set by IRS Incentives can create a sense of personal responsibility for improving one's health and create a climate for A Healthy Maryland	http://www.cfahm. org/index/about
Maryland Dept. of State Police	2010 Crime Report to the Governor, "Crime in Maryland"	July 2011

Agency	Title of Report	Dated
Trust for America's Health & RWJF	"F as in Fat: How Obesity Threatens American's Future 2011" (Md. is 26 th most obese state in the U.S.)	July 2011
Community Foundation of Anne Arundel County	"Poverty Amidst Plenty: The Two Faces of Anne Arundel County" 2010	May 2010
A. A. County Dept. of Health	"Measuring Success" - Report Card of Community Health Indicators 2011	May 2011
A. A. County Dept. of Health	LOCAL HEALTH PLAN, Fiscal Year 2011	2010
A. A. County Dept. of Health	FY10 Annual Report	2010
A. A. County Dept. of Health	Adolescent Suicide, "An Assessment of Adolescent Suicide Behavior in Anne Arundel County"	September 2010
A. A. Co. Mental Health Agency	FY09 Annual Report of Anne Arundel County Mental Health Agency	2009

