



SARATOGA HOSPITAL  
FOUNDATION

people you trust. care you deserve.

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211 Church Street  
Saratoga Springs, NY  
12866-1090

January 30, 2018

Ms. Lindsey Connors  
Office of Community Development  
City Hall  
474 Broadway  
Saratoga Springs, NY 12866

Dear Ms. Connors,

Thank you for the opportunity to apply for support through the Community Development Block Grant Entitlement Program.

Enclosed you will find our completed application seeking \$40,000 towards the expansion of the Saratoga Community Health Center (CHC). The CHC has been growing at an astonishing rate, with 28% more visits in 2017 over 2016. Demand for services continues to grow – both in volume and in the breadth of needs.

With support through the CDBG last year, we were able to expand space to launch an Addiction Medicine Program, which has already engaged nearly 900 patients in care. Thank you for your support of that request. This year, we seek support for renovations to our second floor to accommodate a Community/Training Room, dedicated space for our Teaching Food Pantry, exam rooms for audiology and ophthalmology, and offices for our community partners and CHC staff – space for services that help us to provide patient-centered care to those living with multiple health, economic, and social needs.

As always, if you have any questions or would like any additional information, please do not hesitate to contact me directly at 518-583-8789 or [araimo@saratogahospital.org](mailto:araimo@saratogahospital.org).

We are deeply grateful to the City of Saratoga Springs and the men and women who spend so much time managing this important program. Thanks also for your continued commitment to Saratoga Hospital's mission to provide our region with excellent, compassionate, state-of-the-art patient care.

Best regards,

Amy V. Raimo  
Vice President, Community Engagement  
Executive Director, Foundation

*Looking forward to meeting  
you, Lindsey!*

Enclosure

**APPLICATION FOR  
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT PROGRAM  
– 2018 PROGRAM YEAR FUNDING –**

ACTIVITY NAME: Community Health Center Expansion

APPLICANT: Saratoga Hospital/Saratoga Community Health Center

MAILING ADDRESS: 211 Church Street, Saratoga Springs, NY 12866

PHONE: 518-886-5606 FAX: 518-450-1018 EMAIL: kmcneice@saratogacare.org

CONTACT PERSON: Katherine McNeice TITLE: Program Director

APPLICANT (SELECT 1):  City Department  Private non-profit organization  Oth Pub Agency

14-1338547  
(List Dept.) (List Federal ID #) (Specify)

060523602  
(DUNS #)

NATIONAL OBJECTIVE (SELECT 1):

<u>"Benefit persons of low/moderate income"</u>	<u>"Address slum/blight conditions"</u>	<u>"Urgent CD Need"</u>
<input type="checkbox"/> L/M Income Area Benefit	<input type="checkbox"/> "N/A" Slum/blighted Area	<input type="checkbox"/> "N/A" urgent need
<input checked="" type="checkbox"/> L/M Income Limited Clientele Activities	<input type="checkbox"/> Slum/blighted Spot Basis	
<input type="checkbox"/> L/M Income Housing Activities	<input type="checkbox"/> "N/A" Urban Renewal Completion	
<input type="checkbox"/> L/M Income Job Creation/Retention		

**REQUESTED ENTITLEMENT FUNDING:** \$ 40,000

Funding Leveraged from Other Sources: \$380,000

Total Activity Cost: \$420,000

Proposal Abstract – please provide a **brief** overview of your proposal **including the number of persons that will be served** with this grant in the space below:

Saratoga Hospital proposes to renovate the second floor of its property at 24 Hamilton Street to better meet the healthcare needs of the low-income population it serves. The Community Health Center (CHC) will be expanded to include a community/training room, dedicated space for our Teaching Food Pantry, exam rooms specifically for audiology and ophthalmology, and offices for our community partners and our staff. We anticipate a patient volume of 25,650 visits to the CHC in 2018, a 17% increase over 2017.

  
\_\_\_\_\_  
(Authorized Signature)

Amy V. Raimo  
(Typed or Printed Name)

Vice President, Community Engagement  
(Title)

1/30/2018  
(Date)

## **1. ACTIVITY DESCRIPTION**

**Provide a detailed description of your proposed activity. In this description provide responses to the following items:**

**A) Identify whether the activity is new, ongoing, or expanded from previous years.**

This activity is new. Saratoga Community Health Center (CHC) is expanding to fill the entire building at 24 Hamilton Street due to increased need for services by low and moderate income individuals and families in Saratoga Springs. When opened in 2013, the CHC occupied just over half of the building to house primary care, behavioral health services and dental suites. The first floor, with the assistance of a CDBG award, was renovated in 2017 to accommodate a new Addiction Medicine Program. This year, we are planning to renovate remaining unoccupied space on the second floor to add a community/training room, dedicated space for our Teaching Food Pantry, exam rooms specifically for audiology and ophthalmology, and offices for our community partners and CHC staff.

**B) Describe the community need that your activity is intended to address and how your activity will address that need. Provide evidence that this need is currently not being addressed through existing programs or activities.**

The community need that this expansion is intended to address is the need for expanded programs and services to meet rapidly increasing patient demand. The CHC is the only health center of its kind in Saratoga County - a medical, dental and behavioral health home specifically designed to meet the needs of low-income populations, particularly those living with multiple chronic illnesses. The CHC takes a patient-centered approach to care, establishing partnerships both within and external to the Saratoga Hospital network to meet the physical, emotional, psychological and social needs of our patients.

Patients seeking care at the CHC need more than basic medical and dental care. Many suffer from multiple chronic conditions, including mental illness and substance use disorders. They need individual and group therapy. They need assistance with complications related to diabetes, obesity, and heart disease. They need help accessing health insurance, social services, housing, and nutritional food. They need opportunities to learn about wellness and healthy lifestyle choices. And they need the ability to access these services in a welcoming environment that is convenient to their homes and workplaces. The CHC has grown so rapidly that its original space is no longer sufficient to meet patient demand.

The need for additional space will be addressed through the renovation of 2,800 square feet of space on the Health Center's second floor. Among the programs that will expand within the renovated space at the CHC is a unique partnership between the CHC, the Saratoga Springs Lions Club, the Lions Eye Institute, and Albany Medical College. This program offers specialized eye care to the CHC's diabetic patient population. Currently embedded in the primary care suite, the program has served 83 patients – identifying and treating 10 who were diagnosed with diabetic retinopathy, detached retinas, and torn corneas. When the renovations on the second floor are complete, the program will be moved to a dedicated ophthalmology room, and an audiology room will be added. Meanwhile, the Lions Club is working with Northeastern Association of the Blind (Albany) to offer low-cost vision exams and pre-school vision screenings at the CHC.

The renovations will also create space for hospital staff and community partners to meet with CHC patients in private offices to assist with health insurance and Medicaid enrollment, case management, and accessing vital social services. While these services can be accessed at

other locations in and around Saratoga Springs, the goal is to meet as many of our patients' needs as possible at one site – thereby increasing patient engagement.

The community/training room will serve a variety of purposes – group therapy for addiction medicine and behavioral health patients, staff meetings, and classroom space for the CHC's Complementary Pain Management, Diabetes Management, and Nutrition Programs.

In addition, the CHC's Teaching Food Pantry and Pet Food Pantry will have designated, expanded spaces. While the Pet Food Pantry helps maintain the beneficial connection between humans and their pets, the Teaching Food Pantry not only provides needed sustenance for patients, it affords CHC staff invaluable opportunities to educate patients about healthy food options that will help control – and improve – chronic conditions.

**C) Identify who will benefit from the proposed activity. If the activity is designed to benefit:**

**(C-1) individual persons of low- to moderate-income, describe the process you will use to identify these persons and determine their income eligibility and the number of persons you expect to serve.**

**(C-2) the inhabitants of a predominantly low-moderate income area, identify the Census Block Group in which the activity is located**

**(C-3) designed to benefit a low-moderate income “limited clientele”, identify the “limited clientele” group.**

The CHC is located in Census Block Group 610.006, which has been designated a low- and moderate-income area. The beneficiaries of the proposed activities are the thousands of patients who annually access services at the CHC for primary care, behavioral health services, dental care, and substance use disorders. In 2018, it is estimated that patient visits will increase to 25,650 from 21,981 in 2017. Persons of low-to-moderate income are identified through the following points of entry:

- The CHC accepts Medicaid and various low-cost health insurance plans. All services are provided without regard to ability to pay.
- CHC staff work with the Saratoga Hospital Emergency Department, Wilton Urgent Care, and Malta Med Emergent Care facilities to identify recent self-pay (uninsured) patients in need of health related services. Phone outreach is conducted daily to these potential patients to inform them of services available at the CHC. This process contributes to an average of 25 patients per month establishing relationships at the CHC.
- Saratoga Hospital provides on-site staff to enroll eligible patients into the hospital's financial assistance program in an effort to reduce the out-of-pocket expense for these patients. This allows CHC staff to routinely encourage patients to schedule an appointment with a provider and assure them that fiscal concerns will be resolved.
- Saratoga Hospital provides Health Insurance Navigators to enroll any patient who has expressed interest in applying for health insurance.
- Community outreach and partnerships have been invaluable in identifying community residents in need of our services and directing them to the CHC. Partnership building continues to be a focus as the CHC works to connect with community organizations,

schools and local businesses to promote the services available at the CHC. Collaborative relationships have been established with the following agencies:

- Saratoga City Schools
- Saratoga Public Health
- Saratoga County Economic Opportunity Council
- The Franklin Community Center
- Saratoga Public Library
- The Cancer Services Program of Saratoga County
- Head Start
- Catholic Charities of Saratoga County
- Transitional Services
- Wellspring
- Code Blue
- City of Saratoga Springs

In accordance with the Community Development Block Grant received in 2017, all CHC addiction medicine patients are asked, at the time of their appointment, to complete and sign a brief questionnaire that outlines their family household size, race and estimated annual income. Questionnaire responses are entered into a database and continue to inform CHC staff of emerging demographics of the populations served.

The CHC will respond to the needs of the community and the identified population within this application by providing access to the CHC and available health care services. Saratoga Hospital and the CHC remain committed to continually assessing the needs of the community and to identifying and eliminating barriers to accessing health care. All patients, especially those in our targeted underserved populations, who seek primary care, dental, addiction medicine and behavioral health services, will have access to providers and professional staff who support preventative health efforts to sustain overall wellness. Additionally, all residents will have access to community services offered through the CHC that connect patients to health insurance options, financial assistance through Saratoga Hospital, county public health services, and other community and resource services.

**D) Identify your performance goals and the types of indicators you will use to document activity accomplishments and success. (Examples should include # of persons with new/improved access to services, # of affordable houses rehabilitated, etc)**

Specific to the proposed renovations, the key performance goal is to expand the usable space at the CHC by 2,800 square feet. Renovations will be evaluated on our ability to complete the project on time and on budget.

The primary indicator that will be used to document activity accomplishments is patient visits. We anticipate 9,950 medical visits, 8,300 dental visits, 4,800 behavioral/mental health visits, and 2,600 addiction medicine visits at the CHC in 2018 (a 17% increase over 2017). Visit numbers are recorded in our electronic health record and financial systems on an annual basis. All of the patients utilizing services at the CHC will have access to the newly renovated space and many, if not all, will benefit from the programs and services offered in the community/training room, the Teaching Food Pantry, the Pet Food Pantry, and new office spaces for community-based partners.

Additionally, use of office space by community partners will be tracked and monitored to ensure that patients have adequate access to resources they most need. Further, it is anticipated that internal and external groups of people will utilize the community/training room space on an on-going basis for meetings, trainings, and other purposes. Use the room will be tracked on an on-going basis for reporting purposes.

**E) Provide an activity timeframe/schedule (include start, completion dates, and other significant performance stages)**

<b>Activity</b>	<b>Start Date</b>	<b>Completion Date</b>
Initial drawings and budget estimate	2017	2017
Secure funding	2017	2018
Secure permits	When funding secured	12-14 weeks
Renovate space	When permits secured	90-120 days

**F) Identify whether the activity requires additional local, state or federal approval (license, permit, design/historic/environmental review, etc). For construction/site development projects, provide evidence of site control.**

This project requires a building permit from the City of Saratoga Springs. Saratoga Hospital is the sole owner of the property at 24 Hamilton Street.

**2. ORGANIZATIONAL CAPACITY**

**A) Provide an overview of your organization including length of time in existence. List current officers and board members and identify any prior funding by the City of Saratoga Springs (year, activity, and amount).**

Saratoga Hospital was founded in 1891. The Saratoga Community Health Center was opened in September of 2013. The CHC received funding from the Saratoga Springs City CDBG Entitlement Program in three of the last five years:

- \$115,207 in 2013 for construction/fit up of the Health Center
- \$15,000 in 2015 for relocated Handicap Parking and Handicap Building Access
- \$24,176 in 2017 for renovations to space for an Addiction Medicine Program

Saratoga Hospital Officers and Board of Trustees:

- Michael H. Iacolucci, Chairperson
- Theresa M. Skaine, Vice Chairperson
- N. Keith Stewart, Treasurer
- Michael J. Toohey, Secretary
- Angelo G. Calbone, President & CEO
- Susan L. Dake
- Judith A. Ekman
- Frank L. Messa, Foundation Board Chair
- Donna Montalto, MMP
- Marianne A. Mustafa, MD
- Alan C. Oppenheim

Tom Roohan  
George J. Silver, Jr., MD  
Heather M. Ward  
Michael D. West  
Janice M. White, EdD  
David Strauss, MD, President of the Medical Staff  
Steven M. Frisch, MD, Albany Med Board Member  
Robert T. Cushing, Albany Med Board Member

**B) Describe your organization's experience in successfully conducting this type of activity. Identify any skills, current services, or special accomplishments that demonstrate your capacity for success.**

Saratoga Hospital is uniquely positioned for success in this activity. For more than a century, Saratoga Hospital has provided high-quality health care for Saratoga Springs and the greater Saratoga County region. Saratoga Hospital is an acute-care hospital licensed for 171 beds, including 129 medical/surgical, 12 pediatric, 14 maternity and 16 psychiatry beds. With more than 450 physicians and other medical professionals on staff, Saratoga Hospital offers care in a broad range of medical specialties, emergency, and ambulatory surgery services. Its growing team of highly skilled surgeons offers leading-edge options in minimally invasive, laparoscopic and arthroscopic surgeries, muscle-sparing procedures, and robot-assisted surgery. Other hospital services include The Saratoga Center for Endocrinology and Diabetes, Pain Management Center, and Center for Breast Care.

Saratoga Hospital is the region's leading provider of outpatient services, from urgent and primary care to state-of-the-art imaging, pain management, diabetes care, rehabilitation, occupational health, and more. The Hospital operates primary care clinics in the communities of Galway, Malta, Milton, Schuylerville, Scotia-Glenville, Wilton, and soon Mechanicville. It also offers outpatient surgical services at the Saratoga Surgery Center, a free-standing ambulatory surgery center.

Recent special accomplishments and recognition include:

- **Surgical and Intensive Care Services:** In 2015, Saratoga Hospital opened the new, 19-bed Marylou Whitney and Desmond DeGiaccio, MD Intensive Care Unit. In 2016 construction was completed on a new, three story Surgical Pavilion housing ten state-of-the-art Operating Rooms, new Surgical Registration and Waiting Areas, a new Surgical Screening Center, new pre- and post-surgical space, enhanced surgical infrastructure, and improved family amenities. These new facilities enable us to deliver the highest levels of surgical and intensive care services, and position us to continue to recruit and retain the highest caliber physicians and staff.
- **Affiliation with Albany Med:** Saratoga Hospital's partnership with Albany Medical Center started in 2009 with a program to improve stroke care for patients from the greater Saratoga region. In 2013, Albany Med and Saratoga Hospital partnered to establish Malta Med Emergent Care in Malta. In 2015, Saratoga Hospital and Albany Med announced their intention to formally affiliate, which was completed as of January 1, 2017.
- **Leader in LGBT Care:** Saratoga Hospital has been recognized as a "Top Performer" by the Human Rights Campaign Foundation. The Healthcare Equality Index, developed by the Human Rights Campaign Foundation, provides healthcare facilities the necessary

information and resources to ensure that the LGBTQ community has access to patient-centered care. Saratoga Hospital is one of the 590 healthcare facilities that participated in the HEI 2017 survey, and one of two from the Capital District to participate in the 2017 HCR Healthcare Equality Survey and earn a designation of Top Performer.

- **Magnet Designation:** Saratoga Hospital was re-designated as a Magnet Hospital in 2015. Our hospital was the first hospital to achieve Magnet status in 2004, is one of just two Magnet hospitals in the region, and is the only hospital in the region to have maintained accreditation for more than a decade.
- **Commission on Cancer Accreditation:** Our cancer services have been accredited by the Commission on Cancer (CoC) of the American College of Surgeons. The voluntary accreditation demonstrates that Saratoga Hospital meets the highest standards for quality of cancer care.
- **Breast Imaging Center of Excellence:** The American College of Radiology (ACR) has accredited our Women's Imaging Center as a "Breast Imaging Center of Excellence." The ACR designation signifies that our Women's Imaging Center is fully accredited in all breast imaging services: mammography, magnetic resonance imaging (MRI), stereotactic breast biopsy, breast ultrasound, and ultrasound-guided breast biopsy.
- **ACRO Accreditation:** The Mollie Wilmot Radiation Oncology Center (ROC) was awarded full accreditation by the American College of Radiation Oncology (ACRO) in 2015. This accreditation reflects that ROC staff, policies, and treatment methods all meet or exceed national standards for cancer patient care.
- **Blue Distinction Centers in Spine Surgery, Knee & Hip Replacement, and Bariatric Surgery:** Saratoga Hospital is a Blue Distinction Center for Spine Surgery, Knee & Hip Replacement, and Bariatric Surgery. To earn Blue Distinction designation for a particular specialty, hospitals must demonstrate expertise that results in fewer patient complications and readmissions compared to other hospitals. Designated hospitals also must maintain national accreditation. Those recognized as Blue Distinction+ Centers meet national quality thresholds and are on average 20 percent more cost-efficient in an episode of care compared to other hospitals. Saratoga Hospital is the only Capital Region facility to be recognized as a Blue Distinction Center+ for Spine Surgery.

**C) Identify the person(s) responsible for program and financial management of the activity. Identify all other persons involved in this activity noting whether these positions are current or new, pending this award. For construction/site development projects, identify the development team including proposed contractors, subcontractors and project manager.**

Saratoga Community Health Center's Program Director, Katherine McNeice, will be responsible for program and financial management of the proposed activity. Ms. McNeice's position is a current position.

Site development contractors will be selected upon funding commitment, and will be under the direction of Frank Marshall as the project manager on behalf of the Hospital. Mr. Marshall reports directly to Kevin Ronayne, Vice President, Operations and Facilities at Saratoga Hospital. Both Mr. Marshall and Mr. Ronayne currently hold these positions.

The architect will be The Architectural Collaborative led by Jon Primeau.



**D) Identify any other agencies/partners involved in this activity and define their roles and responsibilities.**

As previously stated, some of the renovated space will be designed for use by our community partners such as Catholic Charities. Also included will be ophthalmology and audiology services provided through our partnership with the Saratoga Springs Lions Club, the Lions Eye Institute, and Albany Medical College. In addition, Transitional Services Association, Inc. (TSA), a human service agency based in Saratoga Springs that has been serving clients in Saratoga County since 1978, will provide assessments and case management services 16 hours per week to patients with dual mental health and substance use disorder diagnoses and complex social and medical needs.

**3. ACTIVITY BUDGET – (ATTACHMENTS 1, 2)**

**A) Include attached budgets (Attachments 1, 2) as appropriate. Depending on the activity, the applicant may need to submit one or both of the attached budget forms. More detailed budgets may be attached (and are recommended) in support of the proposal. If an architect, engineer, or other personnel have conducted a cost analysis, attach a copy noting the author and date of analysis.**

Attachment 1 is not applicable.

See Attachment 2, Construction/Site Development Budget.

**B) Identify the amount and sources of leveraged funding for this activity. Include the status of these funds (i.e. cash on hand, grants received, planned fundraising, etc). Attach copies of funding commitment letters or other evidence of funding support.**

To date, \$50,000 has been verbally committed to the project from the Saratoga Springs Lions Club. A grant application for \$175,000 has been submitted to the Hannaford Charitable Foundation. Other grant applications are also under development.

**4. MONITORING OF FEDERAL FINANCIAL ASSISTANCE TO SUBRECIPIENTS – (ATTACHMENT 3)**

**The City of Saratoga Springs is responsible for ensuring that subrecipients expend awards in accordance with applicable laws, regulations, and provisions of contracts and grants.**

**A) In accordance with OMB Circular A-133, please complete Attachment 3 and include it with your application.**

Not applicable.

**B) During your last fiscal year, if your organization expended more than \$500,000 in total federal financial awards (including CDBG and all other federal assistance), please include a copy of your latest Single Audit Report with this application.**

Not applicable.

(Attachment 2)

### Construction/Site Development Budget

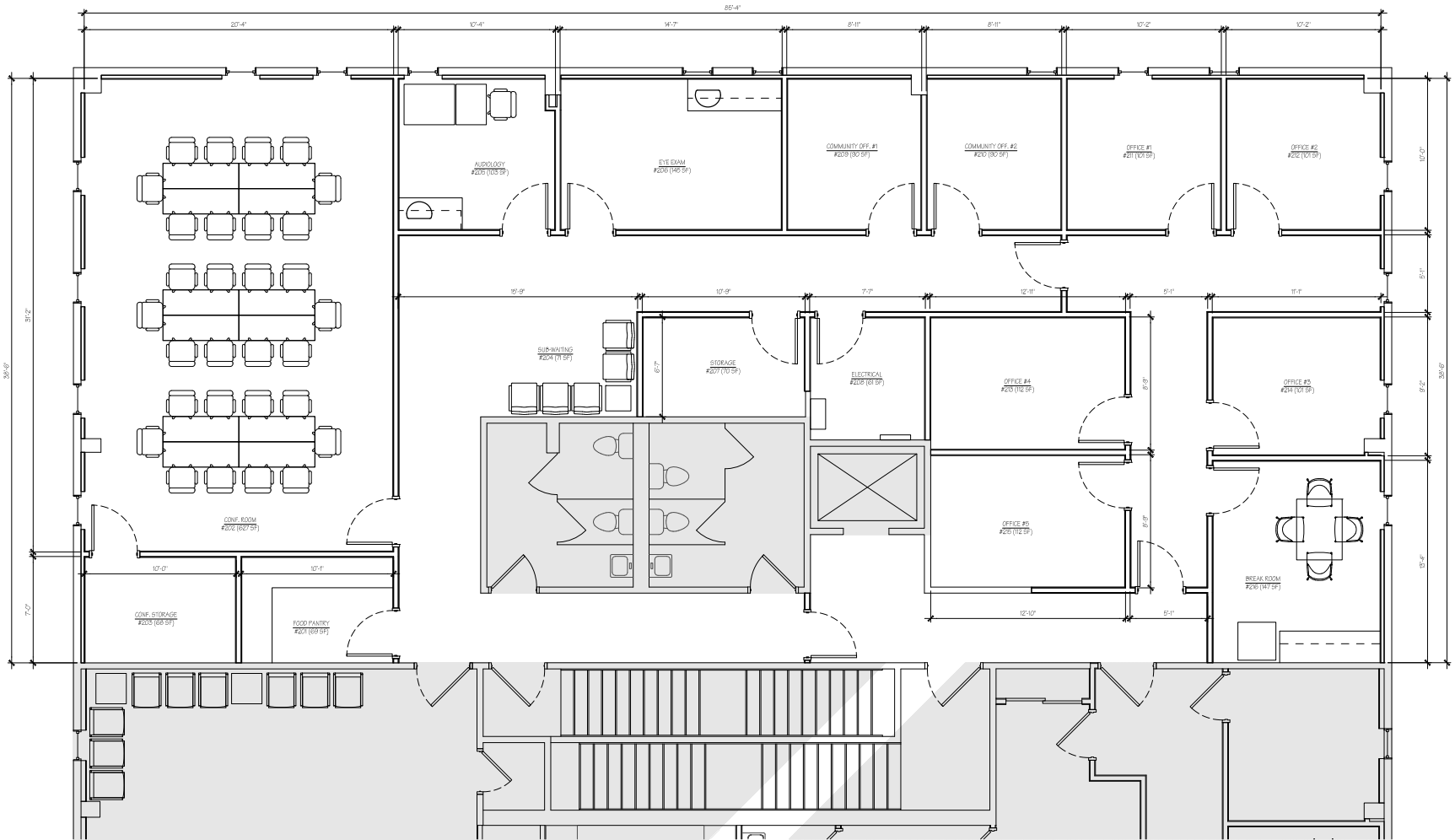
(Entitlement Grant + Leveraged Funds = Total Activity Cost)

	Entitlement Grant	Leveraged Funds*	Total Activity Cost	*Source of Leveraged Funds and In-Kind Services
<b>Preconstruction</b>				
Legal				
Engineering				
Architectural/Design		\$ 45,000.00	\$ 45,000.00	Grants, charitable contributions, and Hospital contributions
Fees and Permits		\$ 3,000.00	\$ 3,000.00	Grants, charitable contributions, and Hospital contributions
<i>Subtotal</i>		\$ 48,000.00	\$ 48,000.00	

<b>Development</b>				
Relocation				
Site Preparation				
Construction - materials & labor	\$ 40,000.00	\$ 282,000.00	\$ 322,000.00	Grants, charitable contributions, and Hospital contributions
Construction Financing				
Other - Furniture, Fixtures, Equipment, Security Systems		\$ 50,000.00	\$ 50,000.00	Grants, charitable contributions, and Hospital contributions
<i>Subtotal</i>	\$ 40,000.00	\$ 332,000.00	\$ 372,000.00	

<b>Total Cost</b>	\$ 40,000.00	\$ 380,000.00	\$ 420,000.00	
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# Saratoga Community Health Center 2nd Floor Renovations



1 FLOOR PLAN  
 SK12.4 1/4" = 1'-0"

