STR⬦NGER
TOGETHER
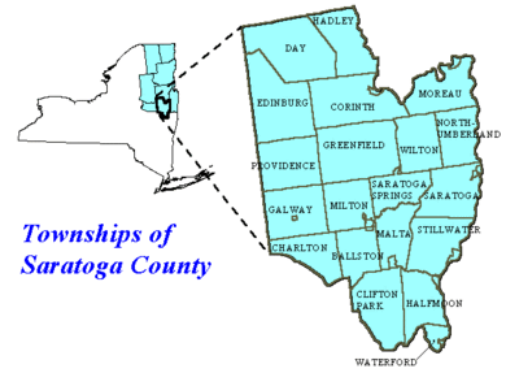*Saratoga County*
A Community of Excellence

P.1a(1) Community Definition and Identity

What geographic area is included in your community? What are your community's population and growth compared with that of other communities locally, regionally, or nationally? What is your community identity?

Saratoga County is in eastern upstate New York and includes two cities, nineteen towns and nine villages. The County covers approximately 284 square miles and is located 293 miles east of Buffalo, 181 miles north of New York City, 192 south of Montreal and 197 miles west of Boston.

Townships of Saratoga County

Saratoga County is the 17th largest county in New York State. Currently estimated population is 228,942 with a slowing growth rate of -0.13% in the past year according to the most recent United States census data. However, since 2010 the County has seen a growth rate of 4.01%. This is well above the national population growth rate of 0.1% and the New York state-wide rate of -1.8% over the same period.

"Saratoga County is an established brand. Few counties in the nation have true name recognition.[1]" The County has a rich history dating back to the American Revolution as well as having the first horse-racing track in the United States. The Northway, completed in the 1960s and bisects the County, has had a profound effect on population centers in the County and is key to the development of commerce, culture, and prosperity. Although many residents enjoy a lifestyle of wealth, leisure and recreation, there are significant disparities in the SoDOH (**See P.1.a (3))**

P.1a(2) Community Offerings

What are your community's key offerings to its resident and other customer groups (see P.1a(3) in the areas of health education, the economy, and quality of life? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community's key offerings? What is the relative importance of these offerings to you community's well-being?

Figure P.1a(2) -1 Community Health Offerings	
• Inpatient care/Outpatient care • Ambulatory surgery/Ancillary care • Primary and specialty practices	• Public health services • Tertiary care is provided by facilities outside of the County

Figure P.1a(2)-1 Community Economic Offerings	
• Tourism • Manufacturing & High Tech	• Agriculture

Figure P.1a(2) -1 Community Educational Offerings	
• 13 Central School Districts • 3 Local Colleges	• Tech-Smart Education Centers

Figure P.1a(2)-1 Community Quality of Life Offerings	
• Rich in Natural Resources and Beauty • Temperate and Pleasant Climate	• Community and Civic Support for Local Industries, the Arts, and Educational Opportunities

Figure P.1a(2)-2 Health Offerings	
Importance	**Infrastructure**
• Top five healthiest counties since 2010 • 88% of the population reported has a healthcare provider • Healthy population provides robust workforce • Relatively low burden of disease for the community	• Public health services • Albany Med Health System • St. Peter's Health Partners • Private practitioners • Group medical practices

Figure P.1a(2) -2 Quality of Life Offerings	
Importance	Infrastructure
• Tourism supports many families and small business • World renowned as a great place to visit and live • Community's population and economic growth.	• YMCA • Local Parks • Saratoga State Park System • Adirondack State Park

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[1] Saratoga Economic Strategic Development Plan

Figure P.1a(2) -2 Educational Offerings	
Importance	**Infrastructure**
• Provides an educated workforce for the county's industries.	• In New York, Saratoga County is ranked 62nd of 62 counties in Public Schools per capita, and 25th of 62 counties in Public Schools per square mile. • SUNY Empire State college Skidmore College.

Figure P.1a(2) -2 Economic Offerings	
Importance	**Infrastructure**
• <u>Tourism:</u> employment for young people and attracts seasonal workers who help support the tax base. Arts and cultural organizations generate more than $80 million in annual economic impact, directly employing over 1,600 people and serving nearly 6.8 million patrons • <u>Manufacturing/tech:</u> employ thousands of workers, provides white collar work, and it has attracted highly skilled, educated workers from around the world. • <u>Agriculture:</u> supports tourism industry, farms produce almost $80 million in agricultural products annually and just under 50% of the County's gross agricultural sales come from the sale of milk.	• Facilities for hiking, camping, horseracing, dining, entertainment • Scenic vistas • State Farm 's offices • Target's distribution center • Stewart's Ice Cream Company headquarters • GlobalFoundries. • Abundant clean water supply • Access to interstate highway system

P.1a(3) Residents, Customers & Stakeholders

What are you community's key resident groups, other customer groups and stakeholder groups? What are their key requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other customer groups and stakeholder groups?

Figure P.1a(3) Resident Groups Requirements and Expectations: Resident groups require that their needs for health and wellbeing be satisfied. They require and expect economic stability, and access to education. Health and wellness facilities within supportive neighborhoods and environments are essential. All require ample and safe transportation, including walkable communities. Decent housing and low crime rates are also important. Each of these requirements must be met within appropriate social and community contexts so that the SoDOH are sufficiently addressed.	
Resident Group	**Key Differences**
Small Town Residents	Located in the central part of the County, along the Northway Corridor, residents of this geography are the custodians of the "Saratoga Mystique" of leisure and wealth. The population of this area tends to be older, and it is fast becoming a retirement destination. Many restaurants, shopping centers and businesses are in Saratoga Springs, the County's largest city.
Suburban Residents	These residents live in the southern part of the County. They are primarily single-family households with school-age children. As a result, the school-system serving this region is overcrowded. Most of these residents identify with the Capital Regions cities to the south and traffic congestion for white collar commuters heading south each morning is well known.
Rural Residents	Most of the eastern part of the County is inhabited by small rural communities and family farms. Much of the region is disadvantaged economically as they are cut off from the Northway corridor where most of the employment and educational opportunities are located. Access to the internet is a particular problem inhibiting telemedicine, remote work, and distance learning.

Figure P.1a(3) Other Customers Requirements and Expectations: Other customer groups require that the County maintain sufficient travel infrastructure and provide access to destinations for employment, shopping, and recreation. These other customers also require safe environments in which to work, shop, and play. They require access to urgent and emergency healthcare. Educationally, they require on-the-job training and information about navigating the County's many retail, employment, recreational, historical, and scenic sites. Often these other customers require language and literacy assistance.	
Other Customers	**Key Differences**
Tourists	These customers are people who travel from around the world to visit Saratoga County for recreational and entertainment purposes. Many of these tourists reside in other areas of New York State, but travel from other countries to enjoy the many attractions offered by Saratoga County.

Workers Who Commute to Saratoga County	Saratoga County businesses must rely on more highly skilled workers to support local industries than the County alone can educationally supply. Therefore, many people choose to travel to Saratoga County each day for employment. These people represent all socioeconomic strata, but with the arrival of GlobalFoundries, there is new demand for highly skilled tech works many of whom commute from Albany County.
Seasonal Workers	Tourism in Saratoga County is largely a summer-time activity and the influx of visitors to area attractions requires significant numbers of seasonal workers. Some of these workers are migrant labor for whom English is not their primary language. Additionally, many restaurants and other small businesses hire young people seasonally to supplement as needed during the summer. Agriculture also employees many seasonal farm workers to help with the planting and harvesting of fruits and vegetables grown in the County.
Consumers from Outside the County	Consumers who travel to Saratoga County are different from tourists in that they reside in surrounding communities and travel to the County on daytrips for specific purposes like shopping, dining out or attending an event. They largely support business located in the Northway Corridor which provides an important tax-base for the County.

Figure P.1a(3) Stakeholder Requirements and Expectations: Organizations that have a stake in promoting Saratoga County's offerings require state, local and federal regulations that encourage growth of their enterprises. Stakeholder groups require a healthy, educated, and stable workforce. They require affordable housing for their employees and their own customers. Stakeholder organizations should be good corporate citizens to grow and contribute to the County's overall prosperity. These stakeholders also benefit from the promotion of Saratoga County's many geographic and historical assets to attract customers and employees

Stakeholders	Key Differences
Healthcare Organizations, Social Services, Colleges, and Universities	These stakeholders have the difficult task of serving all the residents of the community, which, as noted above, is not homogeneous in its cultures and requirements. Additionally, the influx of seasonal workers and visitors poses complexity in meeting everyone's needs.
Tech and Manufacturing Industries	Tech and manufacturing firms in the County are varied in their size and scope. Currently the largest employer in the County is GlobalFoundries. Virtually all industry is located along the Northway corridor.
Agricultural Businesses	Most of the farms in the County are located east of the Northway corridor. It is only a few decades since farming was Saratoga County's largest industry. Today many small farms survive, but as more and more land is devoted to new housing, farming is rapidly disappearing in Saratoga County.

P.1a(4) People Resources

What key community organization, groups, and segments are involved in delivering your community's offerings? What recent changes has the community experienced in its needs for these organization, groups, and segments? Who are the formal and informal community leaders that represent key organizations, groups, and segments?

Development of community groups follows the socioeconomic development of the resident groups. These community groups offer services to all residents of the County, but most have their main offices along the Northway corridor, which tends to lead to disparities for other resident groups.

Since the suburban residents living in the southern portion of the County identify themselves more closely with the Capital District, they turn to agencies and community groups active in other counties for services. Effort will be made to engage with the smaller rural communities, key community partners, and county-based employers to develop methods to address the SoDOH more equitably.

Figure P.1a(4)-1 Key Community Groups

Key Community Groups	HEALTH	ECONOMY	EDUCATION	QUALITY PLACE
Formal Engaged Community Groups				
Capital District Transportation Committee				x
Capital Region BOCES			x	
Capital Region Indicators				
Captain Youth and Family Services			x	x
Chamber of Commerce		x		x
Community & Senior Centers			x	x
Prevention Council	x		x	x
Regional YMCA	x		x	x
Saratoga County Public Health	x	x	x	x
Saratoga Hospital	x		x	
Shelters of Saratoga				x
Shendenehowa School District			x	
The Community Foundation of the Greater Capital Region				
United Way			x	x
Wellspring	x			x
Informally Engaged Community Groups				
Corinth Central School District			x	
Cornell Cooperative Extension	x		x	x
County Government				x
Dept. of Social Services	x	x		x
EOC Head Start WIC Program	x		x	x
Oakill School			x	
Saratoga County Mental Health Services	x			
Saratoga Public Housing				x
Siena College			x	
Skidmore College			x	
SUNY Empire & ACC			x	
University at Albany			x	

Figure P.1a(4)-2 Recent changes in need experienced by the community
• COVID19 Pandemic severely impacting all segments, groups, and organizations
• Northward development along the Northway Corridor increasing housing costs and pressure on school systems
• Increasing urbanization resulting in housing inequities, rising crime rates and need for new services
• Decline of Agriculture Industry creating a cultural shift and loss of employment opportunities
• Arrival of GlobalFoundries opening new high-tech manufacturing opportunities
• Uneven population expansion causing insufficient services in some areas and overabundance in others
• Aging of population in rural and urban areas creating demand for housing and services targeting seniors.

Figure P.1a(4)-3

Key Organizations	Pillar	Formal Leaders	Informal Leaders
Saratoga Hospital, Saratoga County Public Health Services	Health	Board of Trustees, CEO and Senior Team, Health Commissioner, NYS DOH	Directors, Managers, Staff, Volunteers, Foundation, Guilds
Saratoga Chamber of Commerce	Economy	Board of Directors, President	Staff, Merchants, Volunteers
County School Systems	Education	Superintendents	Faculty, Coaches, Students, Parents
Saratoga YMCA	Quality of Place	Board of Directors, CEO	Staff, CBO's

P.1a(5) Regulatory Environment

What are the key aspects of the regulatory environment under which your community operates?

Figure P.1a(5) High Quality Community Regulatory Environment		AID	CONSTRAIN	RELEVENT TO COE
City	Planning and Development	x		x
	Finance	x	x	x
	Public Safety	x		x
	Permitting Process	x		
	Public Works	x		x
County	Public Health COVID Response Team	x		x
	Supervisors	x		x
	Emergency Services	x		x
	County Mental Health	x		x
State	NYS Department of Health	x	x	x
	Environment Regulations	x	x	
	Public Safety	x		
	Office of Alcohol & Substance Abuse	x	x	x
	Department of Mental Health	x		x
	Department of Labor	x		x
	NYS Department of Education	x	x	

An example of a constraint identified is broadband access and reimbursement for telehealth services. State environmental regulations (constraining) could fast track broadband to rural residents (aiding). The NYS DOH is a regulatory body that constrains access by not consistently mandating that payers reimburse for telehealth visits. Once payers are mandated, telehealth services can be a consistent method for medical providers to deliver care to all our key resident groups. Our rural residents would have equitable access to medical providers by moving these constraining regulatory policies to new aiding initiatives and mandates.

P1.1b(1) Mission. Vision and Values

Why have you formed a community excellence group? What are your group's mission, vision, and values?

SCCOE was formed to organize our community partners into a cohesive group that works collaboratively to address health equity by supporting a common agenda, shared data and continuously communicating, and working collectively on innovative solutions. **Figure 1.1(5)** depicts our health equity framework.

Our mission is to improve the health equity and wellbeing for all Saratoga County residents. **Our Vision** is a healthy and flourishing Saratoga County for all. **Our values** are Collaborative: active communication and engagement with partners across all sectors/pillars. Equitable: representation of the community voice comprised of community-based organizations, residents, businesses, leaders, and government in decision making at all levels with equal access for all members of the community. Sustainable: supporting and building self-supporting programs and systems that will benefit the community vision regardless of funding stream.

P.1b(2) Composition

What key people, organizations, and groups (see P.1a(4)) are involved in your community excellence group? What are the key drivers that engage them in achieving your group's mission and vision? What is the backbone organization if your group includes one?

The following table shows the key organizations involved in our work. Because of the differing preferences of each resident group, SCCOE engages the appropriate organizations on a project-by-project basis depending on the needs of the residents and the objectives/pillars targeted for each project. It is the role of the Backbone organizations to formulate the strategies that support our mission. The following graphic illustrates SCCOE's work based on a common thread of community-minded focus and investment which are the key drivers of engagement. SH and SCPHS are the backbone organizations.

Figure P.1b(2)	
Key SCCOE Organizations	
Health	Saratoga Hospital
Education	Local School Systems, Skidmore College
Economy	Saratoga Chamber of Commerce
Quality of Place	Saratoga YMCA

Key Drivers →
- Organization focused around a problem, group or service →
- Community focused around RESIDENTS →
- Action driven work with focused deliverables with short and long term goals →
- Reflection based on outcomes. Did it meet KEY resident requirements?

P.1b(3) Leadership System

What leadership system does your community excellence group use to lead its community excellence efforts?

The graphic to the right depicts our SCCOE leadership system. We use three platforms and leadership for each pillar. For more details **see Figure A Catchball Schematic**.

P.1b(4) Programs and Services

What programs and services are offered through the efforts of your community excellence group?

The table to the right lists the programs and services offered through SCCOE currently. Over time, projects will be completed, and new projects will be added as SCCOE grows and evolves to achieve our mission. **Figure 1.1(5)**

P.1b(5) Suppliers, Partners, and Collaborators

What key suppliers, partners and collaborators support your community excellence group? What role do they play in its work systems, especially in producing and delivering its groups and service?

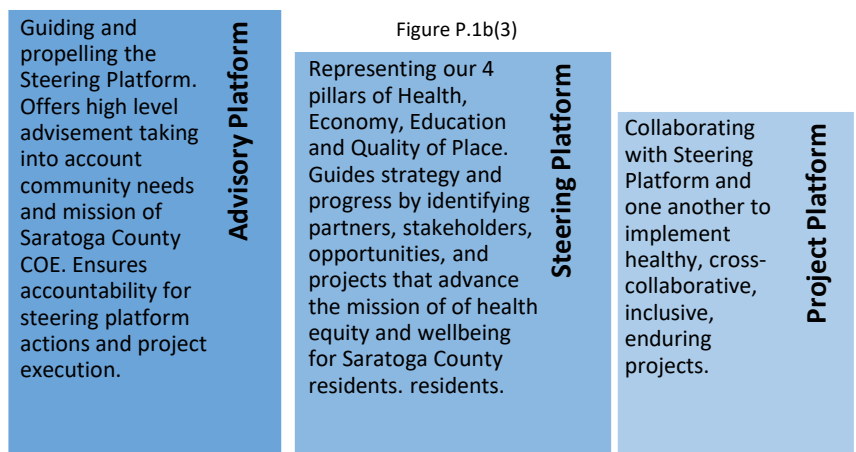The following table shows SCCOE work system roles. **See Figure A** for detailed work system:

Figure P.1b(3)

Advisory Platform — Guiding and propelling the Steering Platform. Offers high level advisement taking into account community needs and mission of Saratoga County COE. Ensures accountability for steering platform actions and project execution.

Steering Platform — Representing our 4 pillars of Health, Economy, Education and Quality of Place. Guides strategy and progress by identifying partners, stakeholders, opportunities, and projects that advance the mission of of health equity and wellbeing for Saratoga County residents. residents.

Project Platform — Collaborating with Steering Platform and one another to implement healthy, cross-collaborative, inclusive, enduring projects.

Figure P.1b(4)		
Programs/Services	**Offerings**	**Targeted Outcomes**
Community Health Needs Assessment	Analysis of County's current situation regarding SoDOH. Key input into our catchball to collaborate partners for action.	Identification of goals and measures for action plans for the next three years
Mental Health Taskforce	Mental Health support services	Linking with schools to provide MH services
Transportation Taskforce	Expand bus lines to underserved residents	Improve transportation for access to services
Resident Advisory Taskforce	Convening and elevating the resident voice in programs.	Increase use of health programs and improvements
Data Taskforce	Data dashboard	Adoption of common metrics

Figure P.1b(5)		
Pillar	**Key Suppliers/Partners/Collaborators**	**Role in Work System**
Health	Hospitals, Medical Vendors, Pharmacies, Medical Practices	Convene, Plan, Execute, Measure & Modify
Economy	Hotels, Restaurants & Entertainment Venues, Farms, Tourist Sites, Realtors, Transportation Providers	Execute, Measure & Modify

Education	NYS Dept of Education, PTA	Execute, Measure & Modify
Quality of Place	Parks and Recreation, CDTA, NYS State	Execute, Measure & Modify

P.2a(1) Competitive Position

With regard to its key offerings, what is your community's competitive position relative to similar or nearby communities? What other communities are your community's key competitors?

Local competition is fierce and overshadows the need to examine more distant communities. The county faces competition to both the north and south following the Northway corridor. To the south lies the Capital District which includes the counties of Albany, Schenectady, and Troy. These highly urban centers offer many shopping and employment opportunities that draw educated white-collar workers out of Saratoga County. However, the greatest competition is to the north in Warren County. Warren County's offerings are very similar to Saratoga County's, but the demographics are somewhat different. Slightly older and less affluent, Warren County can provide tourists more affordable lodging and dining options than Saratoga County. Also, Warren County is in the Adirondacks offering ski resorts that Saratoga does not have. Although Saratoga Springs is home to a world-famous racetrack, Warren County has Lake George, an equally famous attraction for vacationers.

P.2a(2) Competitive Changes

What key changes, if any, are affecting your community's competitive situation, including changes that create opportunities for innovation and collaboration for your community excellence group, as appropriate?

Figure P.2a(2)

Key changes	COE Opportunities for innovation & collaboration
Labor shortages	• Design projects improve training and recruitment practices for area businesses • Collaborate to improve educational offerings
Changing housing needs	• Active engagement to prevent homelessness • Design projects to address needs of seniors • Collaborate to improve affordable housing in rural areas
Affiliation of healthcare organizations	• Work to improve access to care by leveraging resources across previously un-related health care providers
Emergence of high-tech industry	• Raise industry leaders' awareness of local community issues
Decline of Agricultural industry	• Design projects to mitigate social and economic disruption
Urbanization of small-town residents	• Work with law enforcement to address emerging crime issues • Design projects for positive urban development like Walkable Communities • Address emerging language and cultural barriers
Under served rural residents	• Design projects targeted for small rural communities tailored to their specific needs and engaging their local leaders
Overcrowded schools for suburban residents	• Convene and collaborate with various school systems across the community to improve educational opportunities for all county residents

P.2a(3) Comparative Data

What key sources of comparative and competitive data about your community are available to your community excellence group?

Key sources of comparative and competitive data about our community include Electronic Health Records, NYS county performance statistics, payer data, healthy capital district initiative data, student performance outcomes, graduation rates, regional poverty rates, US census, Community rankings, member surveys, four square market, open line/listen 360, and the NYS Prevention Agenda (SoDOH data). Our data subcommittee has begun active work in creating a community performance dashboard compiling varied data sources into a single community balanced scorecard shown in the **Figure B**.

P.2b(1) Competitive Position

What are your community's core competencies? What are your community excellence group's core competencies, and what is their relationship to its mission?

Figure P.2b(1)

Central to SCCOE's mission is addressing health equity via SoDOH. The CDC identifies the following skills as essential for this work.	
Assess and monitor population health status, factors that influence health equity, and community needs and assets	Build and support a diverse and skilled health workforce regarding health equity and community needs.
Investigate, diagnose, and address SODOH problems affecting the community	Improve and innovate SoDOH functions through ongoing evaluation, research, and continuous quality improvement
Communicate effectively to inform and educate people about SoDOH and how to improve	Build and maintain a strong organizational and community infrastructure for SoDOH
Strengthen, support, and mobilize communities and partnerships to improve health	Utilize legal and regulatory actions designed to improve and protect the public's health
Create, champion, and implement policies, plans and laws that impact health	Assure an effective system that enables equitable access to the individual services and care needed to be healthy

SCCOE's Backbone organizations currently supply staff support services to provide the following core competencies:	
• Data analytics and assessment skills	• Policy development and program planning skills
• Communication skills	• Health Equity thinking and planning
• Community partnership skills	• Public Health Sciences skills
• Management and finance skills	• Leadership and systems thinking skills

P.2b(2) Challenges and Advantages

What are your community's key strategic challenges and advantages?

Figure P.2b(2)

SCCOE's Key Strategic Challenges	SCCOE's Key Strategic Advantages
Time constraints of Back bone and engaged organizations staff to work on SCCOE projects/development	SoDOH-knowledgeable and capable people are committed to working on SCCOE projects/development
Securing full support and commitment from community leaders	Location in Saratoga County with a diverse economy, strong health system, good schools.
Conflicting priorities for community projects	SCCOE is developing a standardize work across pillars and projects to address SoDOH efficiently and effectively
Resistance to change the status quo	Back bone organizations are providing many needed capabilities to ensure SCCOE success
Lack of training and tools across community organizations for data collection and analysis	Saratoga County "brand" and name recognition lend status to this work
Lack of partner alignment across projects	The community has a history of working collectively and there is recognition of the disparities that need to be addressed.
"Firefighting", that is, organizations are motivated to allocate resources to react to current issues with a need to be more proactive.	Saratoga County's physical location provides access to the interstate highway system which enhances the economic strengths

P.2c(1) Performance Improvement System

What are the key elements of the performance improvement system used by your community excellence group, including its process for evaluating and improving key projects and processes?

SCCOE uses the **Ready-Fire-Aim** to launch fast moving projects balanced by a **Plan, Do, Study, Act (PDSA)** method for performance improvement. "Planning" happens at the Backbone/Advisory Platform level. "Doing" takes place at the Project Platform level. "Studying" is the role of the Steering Platform and "Acting" happens throughout the process. Our process for evaluating and improving key projects and processes is outlined in **Figure A**.

GLOSSARY OF ABBREVIATIONS

AUR- Available Upon Request

Bikeathon- An annual event held in Saratoga Springs to engage kids and adults in safe bike riding practices.

CDPHP- Capital District Physicians Health Plan- major insurance provider in the greater Capital Region

CBO- Community based organization

CHNA- Community Health Needs Assessment

SCCOE- Saratoga County Community of Excellence Group

SCPHS- Saratoga County Public Health Services

SH- Saratoga Hospital

SoDOH- Social Determinants of Health within the context of Health Equity which is the state in which everyone has a fair and just opportunity to attain their highest level of health

SWOT- strengths, weaknesses, opportunities, threats