

EXHIBIT 2

St. Elizabeth's Medical Center

A CARITAS FAMILY HOSPITAL



Community Benefits Report

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I. Overview

St. Elizabeth's Medical Center (SEMC), founded in 1868, is part of the six-hospital Caritas Christi Health Care system, New England's largest community hospital network. Caritas Christi is a comprehensive, integrated health care delivery network, providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island.

SEMC is a 291-bed academic medical center, affiliated with Tufts University School of Medicine, and located in the Allston-Brighton neighborhood of Boston. Allston-Brighton is one of 19 districts in the city of Boston, Massachusetts and is surrounded by downtown Boston, the cities of Cambridge and Newton, and the towns of Brookline and Watertown. Approximately 34 different languages are spoken in the surrounding neighborhoods.

St. Elizabeth's Medical Center's primary service area is comprised of 17 metro-Boston towns including Allston-Brighton, Newton, Waltham, Watertown and Weston.

As a nonprofit, full-service, tertiary care facility, SEMC provides a full range of diagnostic, emergency, surgical, and specialty services, as well as primary care and specialty outpatient services.

Located in the heart of an urban community, SEMC serves a culturally diverse population. As an integral member of these ethnically and racially diverse neighborhoods, St. Elizabeth's strives to provide culturally and linguistically competent services for all patients.

SEMC's centers of excellence, with national and international reputations, include the Bone & Joint Center, Cardiovascular Center, Cancer Care, Neurology and Neuroscience, and Women's Health. Among the many other medical services provided are Bariatric Medicine, Diabetes Care, Endocrinology, Gastroenterology, Maternity, Neonatology, Pain Management, Pediatrics, Psychiatry, Sleep Medicine, Substance Abuse, Surgery, and Urology. Many of the doctors in the Caritas health care system, including those at St. Elizabeth's, are conducting research on drugs and other therapies that are not yet available to the general public. Our clinical trials range from cancer, to cardiovascular, to pulmonary and neurology.

Key Annual Statistics – Fiscal Year 2009

Licensed beds	291
Physicians (employed & affiliated)	527
Employees (full & part time)	1,934
Discharges (Inpatients)	13,289
Emergency Department Visits	29,028
Outpatient Visits	111,977

II. Mission & Values

Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

- Compassion
- Accountability
- Respect
- Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. It is our way of offering service that makes us different. Our identity as a Catholic health care system is reflected in who we are and how we act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion and making concrete efforts to work for the dignity of every person.



St. Elizabeth's Medical Center's Guiding Principles Statement

- St. Elizabeth's Medical Center will strive to be patient-centered, providing ease of access, convenience, and caring to all who seek its services.
- St. Elizabeth's Medical Center will provide the highest quality of care by managing medical outcomes through excellence in clinical programs and centers of excellence. We will exceed expectations of patients and referring physicians.
- St. Elizabeth's Medical Center will provide leadership in collaboration with its colleagues in Caritas Christi to strengthen clinical and network integration as one health care system.
- St. Elizabeth's Medical Center research programs will affirm their role as an academic resource for Caritas Christi and the community.
- St. Elizabeth's Medical Center, as a major employer, strives to be the best place to work in health care.
- St. Elizabeth's Medical Center will enhance community health and well being through education and outreach programs.



Community Benefits Statement of Purpose

- St. Elizabeth's Medical Center is committed to serving the entire community, including the uninsured, underinsured, poor, and disadvantaged.
- St. Elizabeth's Medical Center is dedicated to providing accessible, high-quality health care services to all within its culturally diverse community, particularly its host community of Allston-Brighton.
- St. Elizabeth's Medical Center is dedicated to maintaining the well being of its community by providing excellence in

health care through preventative health, education and wellness services.

- St. Elizabeth's Medical Center is dedicated to collaborating with our community to identify and respond to issues by fulfilling the physical, spiritual, emotional, and social needs of the people it serves.

III. Internal Oversight and Management of Community Benefits Program

At St. Elizabeth's Medical Center, we operate both as an inpatient, medically focused teaching hospital and as a community-focused provider with a commitment to public health initiatives. As the business of health care evolves, a major imperative exists for us to align ourselves more closely with our community so that we may better improve the health status of the populations we serve.

Our Community Benefits objective reflects this business imperative and complements our long-standing ministry as a Catholic hospital.

SEMC's Community Benefits programming designates Allston-Brighton and surrounding neighborhoods as the primary areas of focus.

Planning for community benefits is centered around the needs and activities of these communities, incorporates several hospital departments, and involves joint efforts with the area's health and human service agencies and centers. The community benefits manager is responsible for assessment, development, implementation, review, and administration of our community benefits processes and programs, through collaboration with various community coalitions and health centers. This function reports to the hospital president and the vice president of community benefits for Caritas Christi Health Care.

SEMC is also an active member of the Conference of Boston Teaching Hospitals (COBTH), a coalition of 14 Boston-area teaching hospitals that collaborate to ensure quality care, with particular attention to working with the City of Boston to protect the public health. SEMC participates in COBTH's on going needs assessment discussion which tracks the efficacy of community benefits programs in improving the health of Boston's neighborhoods.

IV. Community Overview

St. Elizabeth's Medical Center is located in the Allston-Brighton community, Boston's second largest neighborhood, with a diverse population of almost 70,000 residents (14 percent Asian, nine percent Latino, and five percent African-American), according to a 2002 needs assessment. During the past two decades, the Latino and Asian populations have grown significantly. According to the 2002 data, nine percent of residents are aged 65 or older, 75 percent of whom are women. Allston-Brighton has a strong neighborhood flavor and community feeling that is attractive to long-term multigenerational residents, immigrants, students, and young professionals.

SEMC is the largest employer in the area with more than 14 percent (or 340 employees) from the Allston-Brighton community. Other health care facilities in the area include Brighton Marine Health Center, Joseph M. Smith Community Health Center, Franciscan Hospital for Children (a small pediatric rehabilitation hospital), community health centers, nursing homes and physician offices. The community also abuts three major universities and is home to WGBH Educational Foundation.

The multiplier effect of the major employers has resulted in the creation of many small and medium-sized businesses such as restaurants, bars, ethnic grocery stores, convenience stores, auto body shops, banks, hair salons, laundries, locksmiths, moving companies, and real estate offices.

The high cost of housing and living, in general, is a major social issue for Allston-Brighton; 80 percent of its housing is rental property. The lack of buildable land and the large number of college student residents exacerbate the housing crisis.

Additionally, many residents have no health insurance because small business owners cannot afford to pay high insurance premiums or because of residents' undocumented immigrant status. The cost of prescription drugs for the elderly and for families of children with chronic illnesses also is a significant issue.

V. Community Needs Assessment

In March 2002, the Allston-Brighton Healthy Boston Coalition in conjunction with St. Elizabeth's Medical Center, published the Allston-Brighton Community Health Needs Assessment Report. This study was conducted to help SEMC, the coalition, and the community better understand and respond to the health and quality of life issues in Allston-Brighton. The Allston-Brighton community is defined as people who live, work, attend school, or access services in the community. The objectives of this assessment were to engage the Allston-Brighton community in the planning and implementation process in order to develop an accurate and comprehensive report, ensure buy-in to the outcomes and energize participants and the community to work to address the findings. The study is now considered dated. SEMC believes that the profile of the area's poor, working poor, and underserved has changed; perhaps considerably in some cases.

As such, in 2009 SEMC conducted a Community Health Needs Assessment to help more clearly define the critical health needs and concerns of its surrounding communities. Going forward SEMC will use the information found in this report to drive its future community benefits programming. Additionally, SEMC will continue to rely on information the hospital receives in its community outreach efforts, to drive SEMC's community benefits programming.

VI. Community Benefits Plan

The St. Elizabeth's Medical Center Community Benefits Plan is a strategic, community-partnership based plan aimed at demonstrating measurable outcomes reflecting a change in designated target populations. Our plan is driven largely by the aforementioned community health needs assessment.

Additionally, as a Boston hospital, SEMC regularly reports health disparities data to the City of Boston's Public Health Commission and the Massachusetts Department of Public Health. SEMC looks to this information, as well as information the hospital receives in its community outreach efforts, to drive SEMC's community benefits programming.

Our Community Benefits plan includes some of the following programs:

Access Programs

Data from the most recent Allston-Brighton Community Needs Assessment Report demonstrates that access to care has been cited as a factor preventing individuals from receiving the health services they need.

At St. Elizabeth's, we have focused considerable attention on removing these barriers in our commitment to deliver quality health care to all. In particular, SEMC's financial counselors and interpreters work closely with those with limited or no health insurance who are now eligible for coverage under the 2006 Massachusetts health care reform law.

Emergency Department

In May 2009, St. Elizabeth's opened a 24,000 square foot, state-of-the-art Emergency Department to better meet the urgent care needs of the Allston-Brighton Community. The development of this facility led to the creation of a community benefits package through which SEMC committed to take several steps aimed at improving the neighborhood. SEMC donated upwards of \$125,000 to several community programs including: the Veronica Smith Senior Center, a scholarship fund for Allston-Brighton residents pursuing a career in health care, the Allston-Brighton Substance Abuse Task Force for a community needs assessment, educational programs, and community outreach to prevent and reduce substance abuse in Allston-Brighton and the Leaders of Tomorrow Program.

Health Professions Education

As a teaching hospital, St. Elizabeth's is dedicated to preparing new generations of physicians and nurses for future their careers in health care. In 2009, St. Elizabeth's provided clinical training, internships, and residencies for several dozen medical students and clinical training and internships for several hundred nursing students.

Free Care Policy

Our free care policy, which is posted throughout SEMC, stipulates that no individual will ever be refused care. Care is provided regardless of age, race, sex, religion, nationality, or ability to pay. SEMC provides care to the elderly and the indigent under the Medicare and Medicaid programs, granted at a discount, which is generally less than cost. The proportion of services provided to Medicaid patients approximates the proportion of Medicaid beneficiaries living in the medical center's service areas. In addition, SEMC pays

into the Health Safety Net established for hospitals within the state of Massachusetts.

The effects of the 2008 economic crisis that staggered every sector of the economy, including health care, were still felt throughout 2009. Unemployment, home foreclosures, and the price of fuel and food skyrocketed in 2008, forcing citizens across the Commonwealth to forego necessary medical treatment because they could no longer pay for services or afford insurance. Despite the landmark passage of Health Care Reform in 2007, the rate of uninsured in Massachusetts rose dramatically in 2008 as families were left with no choice but to place their health care needs on the back burner in order to pay their mortgages and feed their children. Throughout this economic crisis and 2009, SEMC continued to enroll and provide referral and health care services for the indigent, underinsured and uninsured in our community. SEMC recognizes the delivery of care to those in need as an integral part of our mission and we will continue to focus on meeting the health care needs of this population going forward.



Caritas DoctorFinder

Caritas DoctorFinder is a physician referral service operated by Caritas Christi Health Care. The service provides patients with information to help them find a health care professional who can meet their specific needs. DoctorFinder refers physicians at St. Elizabeth's Medical Center, Norwood Hospital, Good Samaritan Medical Center, Carney Hospital, Holy Family Hospital, Saint Anne's Hospital, and Good

Samaritan Hospice. Patients may access the program by telephone at 800-488-5959 or on the web at www.cartiasstelizabeths.org.

Transportation and Parking

SEMC links patients unable to provide their own transportation with rides to and from their doctor's office or St. Elizabeth's campus. In addition, SEMC provides free parking for patients in need as well as those attending community organization meetings held free at SEMC. In 2008-2009, SEMC spent upwards \$300,000 on taxi vouchers and free parking. SEMC participates in Mayor Thomas M. Menino's Cancer Transportation Initiative to provide transportation for oncology patients who are Boston residents, on fixed income, and unable to travel alone.

Financial Emergency Fund

The last thing that a sick person needs to worry about is a financial emergency. While St. Elizabeth's Medical Center's social work services department provides referrals to social services and government services, there are times when a temporary emergency needs immediate personal attention. The social work service department at SEMC runs an emergency fund for such situations. Funds have been used for short-term emergency situations such as buying groceries for a patient returning home from the hospital or locating a winter coat for a patient whose size has changed due to illness. The compassionate care at SEMC permeates every aspect of health care delivery and is fundamental to our mission.

Engaging Diverse Community

The Allston-Brighton community is a diverse community where people of every age, race, creed, socioeconomic status and national origin reside. As the only acute care facility in this community, St. Elizabeth's Medical Center embraces the myriad of cultural differences presented by its neighbors in order to better meet their needs.

Multilingual Advocates Program

For non-English speaking patients, communication is the key to access. SEMC serves thousands of non-English speaking patients every year. To better meet the needs of these residents, SEMC provides language-accessible and culturally competent health care to an ethnically, culturally and linguistically diverse patient population.

In addition to interpreting, however, multilingual advocates provide cultural assessment, information and referral services for patients and families, translate brochures, announcements, care procedures, discharge instructions, and other important written information, assist with health insurance application procedures for patients and families and educate and train staff on issues of culture and language.

Cultural translation is another important service multilingual advocates provide. Health care practices differ greatly from one country to the next. What is considered normal practice in one culture may be completely inappropriate in another. Multilingual advocates bridge this cultural gap by helping patients understand our health care culture and helping SEMC staff understand the culture of the patient. Full-time multilingual advocates on staff speak Russian, Spanish, Portuguese, and Chinese and several per diem interpreters are also available to provide interpreter services in a variety of other languages.

When a multilingual advocate is not available or when a patient speaks a language that is not covered through the multilingual advocates program, supplemental interpreter services are available thru DeafTalk and the Language Line.

DeafTalk is a state-of-the-art interactive conferencing system. Through DeafTalk, the medical center can access the immediate services of medically certified interpreters in 32 languages and in American Sign Language for virtually face-to-face, real time video connection seven days per week, 24 hours a day. Language Line provides 24-hour interpretation over the telephone in 140 languages, enabling both the patient and the clinician to hear the interpreter at the same time.

St. Elizabeth's Health Care at Brighton Marine, a satellite location of St. Elizabeth's Medical Center, is designated as a principal site by the Massachusetts Department of Public Health for health assessments for refugees and immigrants entering Massachusetts. Under this arrangement, Caritas Health Services at Brighton Marine has agreed to coordinate the provision of bilingual primary care services.

St. Elizabeth's Medical Center Domestic Violence Task Force Violence is a serious public health issue that is found among all ethnic groups and socioeconomic classes. It is one of the major threats to an individual's health and safety in today's society.

In response to the need of identifying and treating victims of domestic violence, SEMC created the St. Elizabeth's Medical Center Domestic Violence Task Force.

SEMC has a zero-tolerance policy regarding domestic and family violence.

The St. Elizabeth's Medical Center's Domestic Violence Task Force is co-chaired by the director of St. Elizabeth's Comprehensive Addictions Program (SECAP) and a senior staff registered nurse from SEMC's emergency department. The task force is comprised of physicians, representatives of Brighton District court, the District 14 police station, and several departments within SEMC. The medical center departments that collaborate with social work staff and the emergency department to address domestic violence cases include women's health, nursing, multilingual advocates/ translator services, education, substance abuse, psychiatry, internal medicine, security, spiritual care services, pediatrics, community benefits, ante partum, and risk management. The director of SECAP also serves on the Conference of Boston Teaching Hospital's Council on Domestic Violence.

The goals of this multidisciplinary group include:

- Determining what resources are available at St. Elizabeth's Medical Center and which are needed
- Raising hospital awareness about domestic violence
- Ensuring that screening for domestic violence risk and incidence are part of routine medical questioning of patients

- Training staff to identify these patients
- Having a mechanism in place when appropriate patients are identified

The Domestic Violence Task Force has been successful in accomplishing many of these goals. Components of the comprehensive St. Elizabeth's Medical Center Domestic Violence Program include the following:

Response Team

The Response Team, headed by the social work supervisor, comprises social workers and key task force members who will carry a domestic violence beeper and will be available 24-hours a day to answer and respond to domestic violence problems within the hospital and associated clinical sites.

Emergency Department Policy

The emergency department utilizes universal domestic violence screening tools for all female patients. The ED also has ample information available to patients and staff on resources available. The ED should be utilized for any emergency situation and will continue to develop a close relationship with the Boston Police to aid patients in the community.

Safe Bed

A Safe Bed is available on campus for victims of domestic violence who are in great danger and have no immediate housing alternative. The Safe Bed is managed by the social work department and is available to any patient within Caritas Christi Health Care as well as any member of the community who seeks help through the SEMC emergency department.

Community Outreach

The task force has developed a relationship with the victim witness advocate at the Brighton District Court as well as the domestic violence detective and Captain at the District 14 police station in order to streamline the care of St. Elizabeth's patients who may need restraining orders or court appearances.



VII. Community Participation

A. Partnership with the Community

The Allston-Brighton community is rich with strong roots and multicultural diversity. At St. Elizabeth's Medical Center, we realize that a neighborhood consists not only of residents, but also of small businesses, multicultural agencies, companies, and other organizations that affect and are affected by the day-to-day life of the community. SEMC provides numerous programs and services to residents and businesses and participates in dozens of community efforts aimed at making life better for members of our neighborhood.

Through a collaborative process that encompasses feedback from the community, external agencies and SEMC staff, we are provided with an ongoing assessment of the needs of the Allston-Brighton community. This assessment enables us to focus on the community's health care priorities through our community benefits programs.

In an effort to strengthen and revitalize the Allston-Brighton business districts, SEMC works with business leaders to attract new businesses to serve Allston-Brighton's diverse population and improve the physical appearance of the community.

SEMC holds active membership with the following Allston and Brighton organizations: Allston Board of Trade, Allston Village Main Streets, Boston Connects, Brighton Board of Trade, Brighton District Court Advisory, Brighton Main Streets, Oak Square YMCA, Jackson-Mann Community Center, SEMC also is a member of the Waltham West Suburban Chamber of Commerce and Watertown-Belmont Chamber of Commerce. St. Elizabeth's is also the fiscal agent for Brighton Main Streets.

The Allston-Brighton Substance Abuse Task Force, formed in 2003 to combat the rising tide of drug abuse among Allston-Brighton youth, is staffed through the fiscal agency of SEMC, with the director of the St. Elizabeth's Comprehensive Addictions Program as co-chair of the task force's board.

VIII. Partnership Activities

Shared Resources

Community organizations regularly use St. Elizabeth's Medical Center's conference rooms, dining room, parking facilities, and auditorium (free of charge) for cultural, educational, and special events. Space is used for English as a Second Language classes, award ceremonies, community policing meetings, conflict resolution programs, public service meetings, professional organization meetings, and self-help group meetings.

In FY 2009, many local organizations and groups held meetings at SEMC for a total of nearly 600 hours. Among the groups were: Alcoholics Anonymous, Allston-Brighton Substance Abuse Task Force, AWOL, Brazilian Women's Group, Breast Feeding Class, Brighton-Allston Historical Society, Cancer Support Group, Community Lectures, Developmental Support Groups, EMT's, Healing Touch Circle, New Mothers Group, Overeaters Anonymous, Parents Helping Parents, St. Elizabeth's Alumni, St. Elizabeth's Comprehensive Addictions Program (SECAP), and Senior Suppers. In addition, area residents are welcome to use St. Elizabeth's Medical Center medical library for research and studying.

Sponsorships

St. Elizabeth's Medical Center and its staff are involved in a number of community-focused sponsorships. SEMC donated nearly \$50,000 in FY 2009 to support non-profit organizations and programs, including:

- Addiction Treatment Center of New England
- Allston Board of Trade
- Allston-Brighton Little League
- Allston-Brighton Parade
- Allston-Brighton Substance Abuse Task Force
- Allston-Brighton Unsung Heroes
- Allston-Brighton Community Development Corporation
- Allston Village Main Streets
- American Heart Association
- Boston Police Relief Association
- Brian J. Honan Charitable Fund
- Brian J. Honan 5K Race
- Brighton Allston Historical Society
- Brighton Board of Trade

- Brighton High School
- Brighton Main Streets
- Brazilian Women's Group
- Commission on Affairs of the Elderly
- Corrib Charitable Trust
- Franciscan Hospital for Children
- Gerry McCarthy Memorial Easter Egg Hunt
- Leaders of Tomorrow
- Jackson Mann Community Center
- Joseph M. Smith Community Health Center
- Massachusetts Alliance of Portuguese Speakers (MAPS)
- Oak Square YMCA
- Parents and Community Build Group, Inc.
- Presentation School Foundation
- St. Elizabeth's Medical Center Task Force Scholarship Fund
- The Fishing Academy
- The Friends of David Smith
- Veronica Smith Senior Center
- Waltham Boys & Girls Club
- Watertown-Belmont Chamber of Commerce
- Watertown Babe Ruth Little League
- Waltham Council on Aging
- West End House Boys and Girls Club

Lending a Helping Hand

As a Catholic institution, St. Elizabeth's Medical Center is committed in a special way to assisting those in need. Several times each year, SEMC and its employees help out with special charitable initiatives. These initiatives include donating men's and women's clothing, canned goods, and toys and gifts for families in need.

Community Enhancement Activities

St. Elizabeth's Medical Center sponsored and participated in a number of community enhancement programs in FY 2009, such as:

- Providing clinical experts as speakers for community groups. Topics covered included: avoiding sports injuries, back health, diabetes, heart health, midwifery, physical therapy for new mothers, and stroke.
- Providing screenings for the community both on and off campus. Topics included: blood pressure, cholesterol, diabetes & heart health, diabetes risk assessment, flu clinic, glucose, prostate cancer, skin cancer, and vision.
- Providing medical supplies such as bandages, splints, tape, disinfectant, latex gloves, medications, chemical ice packs to community organizations, schools, camps,

Boys & Girls clubs, and youth athletic teams, such as the Watertown Little League, the West End House Summer Camp, the Allston-Brighton Little League, and Boston College student groups.

- Providing loam, mulch, equipment, food, staff, and materials for community beautification projects.
- Offering internships to high school student interested in a health care career. Over the last year, the following departments welcomed students: Bone & Joint Center, Cardiology, Children's Center, Communications & Marketing, Development, Division of Urology, Hematology-Oncology, Hospitality, Human Resources, Operating Room, Orthopedics, Outpatient Physical Therapy, Pain Management Center, Patient Access, Nutrition & Food Services, Mammography, Neurosciences, Research, Safety & Security, SECAP, and Surgery.



Other Resources

In addition, throughout 2009, SEMC dedicated materials, equipment, staff, food and other resources to the following community organizations and their events:

- Allston Brighton Parade
- Allston Brighton Substance Abuse Task Force Annual Youth Summit
- Allston Brighton Substance Abuse Task Force Town Hall Meeting on Underage Drinking
- Allston Brighton Substance Abuse Task Force Walk for Recovery
- Allston Brighton Unsung Heroes Dinner
- Allston Main Streets Annual Dinner
- Allston Village Street Fair
- American Heart Association Heart Ball
- American Heart Association Heart Walk
- Another Course to College Career Fair
- Breast Cancer Support Groups
- Boston "Can Share" Thanksgiving Food Drive
- Boston Community Leadership Academy Parent Night
- Boston Police Crime Prevention Lecture
- Boston Private Industry Council Job Training Program
- Boston Shines Clean-up
- Brazilian Independence Day Festival
- Brian Honan 5K Race
- Brighton Main Streets Annual Gala
- Brighton Board of Trade Annual Dinner
- Brighton Main Streets Cable Show
- Commonwealth Tenants Association
- Diabetes Support Groups
- Emergency Department Open Houses
- Faneuil Tenants Association Unity Day
- Franciscan Children's Hospital Community Leaders Dinner
- Gerry McCarthy Memorial Easter Egg Hunt
- Horace Mann Advisory Board Breakfast
- Jackson Mann School Tutoring Program
- New Balance Employee Fairs
- Nutrition Program at Brighton High School
- Open House at Sisters of St. Joseph of Boston
- Presentation School Foundation Annual Gala
- Presentation School Foundation Breakfast
- Resources, Education, Advocacy, Connections and Hope Program
- Senior Suppers
- St. Elizabeth's Medical Center Connecting with the Community Night
- St. Elizabeth's Medical Center Legislative Breakfast

- St. Elizabeth's Medical Center Scholarship Winners Reception
- Teens Exercise, Education Empowerment Program
- Veronica Smith Senior Center Health Fair
- Waltham Senior Health Fair
- Watertown Faire on the Square
- Watertown Belmont Chamber of Commerce Dinner
- Winship School Health Fair
- YMCA Diabetes and Heart Health Fair
- YMCA Healthy Kids Day
- YMCA "Oak Scare" 5K
- YMCA Reach Out Campaign

IX. Selected Community Benefits Programs

Community Health Programs

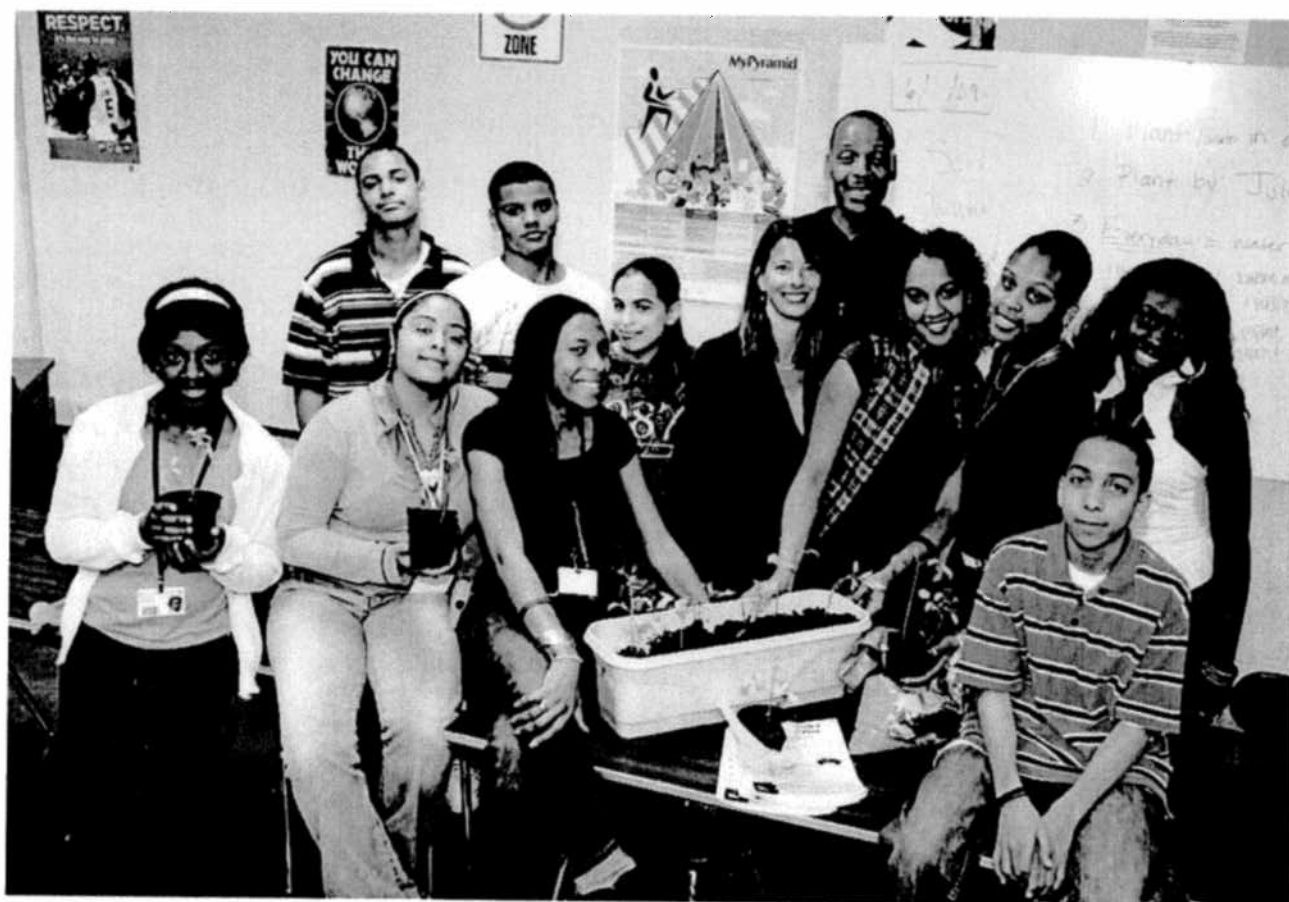
St. Elizabeth's Medical Center provides the community with medical screenings, health education classes, and meeting rooms for self help programs. Community health programs are provided at no cost to area residents.

A list of SEMC's community health programs is shown below:

Allston-Brighton Substance Abuse Task Force

In response to the explosive growth of illegal drug use and addiction, the Allston-Brighton Substance Abuse Task Force was formed in early 2003 by the St. Elizabeth's Comprehensive Addictions Program, (SECAP) and Granada House. Other members of the task force include: Addiction Treatment Center of New England, Boston College, Boston College Neighborhood Center, Boston Connects, Boston Police Department, Brighton District Court, Brighton High School, Greater Boston Center for Healthy Communities, Hope House, Joseph M. Smith Community Health Center, Massachusetts Department of Public Health - Bureau of Substance Abuse Services, Massachusetts Organization for Addiction Recovery, Oak Square YMCA, elected officials, and community members.

The SECAP program provides treatment to individuals who are addicted to substances such as alcohol or narcotics and includes in-hospital care for detoxification, intensive after-hospital care, and counseling sessions for patients and their family members. Grenada House is a residential substance abuse treatment program located in Allston.



The Allston-Brighton Substance Abuse Task Force –chaired by SECAP Director Deidre Houtmeyers and Joseph Smith Community Health Center Program Director, Sonia Mee – educates members of the local school community and the community at large on the dangers of underage drinking, prescription drug use, and narcotics (specifically Oxycontin) and raises awareness within the community about the issue of drug addiction and its startling growth, and opens a dialogue between children and their parents with regard to drug abuse. Growing drug use within the community and state and federal budget cuts to substance abuse treatment programs compounded the addiction problem in Allston-Brighton and other communities. In addition, the Surgeon General's 2007 report emphasized a nationwide Underage Drinking Problem, which affects children as young as nine years old and calls for increased community education on this subject specifically aimed at school aged youth and their parents.

The Task Force utilizes two sizable grants to support efforts to reduce underage drinking, prescription drug abuse, and other drug abuse such as narcotics, marijuana, and cocaine in the Allston-Brighton area. Through the fiscal agency and management of SEMC, the Task Force has hired staff to manage day-to-day operations and coordinate and implement outreach activities in the schools, both for parents and the general community.

In 2009, the Task Force continued work on a number of successful initiatives focusing on the reduction of substance abuse in the Allston-Brighton community, including: the Citizens Drug Recognition Academy, Parent Forums on Underage Drinking, Parent Support Group, the annual Walk for Recovery, Underage drinking grant, Youth coalition, Youth Anti-Drug Summit, and Recovery Day.

SEMC realizes substance abuse is one of the top public health concerns in the community of Allston-Brighton. In addition to our participation in the Allston-Brighton Substance Abuse Task Force, we also participate on several city and state drug coalitions, including the Mayor's Task Force and No Drugs Coalition, the Massachusetts Organization of Addiction Recovery, and the Governor's Council on Substance Abuse Rehabilitation (including Recovery Day at the Massachusetts State House).

SEMC staff devotes hundreds of hours consulting with parents. In addition, staff receive training in HIV and AIDS and tobacco education to pass information to parents and children. Family meetings and support groups are held frequently with SEMC staff to help loved ones cope.

Ambassador Program

The Ambassador Program seeks to put community members in greater contact with leadership at all levels of St. Elizabeth's Medical Center. With a more visible presence in the community, the hospital president, senior managers, physicians, nurses, and staff are in a better position to inform community members about existing resources and programs. Ambassadors also obtain valuable feedback from the community, including questions on hospital operations and plans for the future, such as short and long-term initiatives to address local public health needs.

In 2008-2009, the Ambassador Program expanded considerably. SEMC currently has more than 100 Ambassadors actively participating in the community via work with local businesses, schools, and community groups; many of these Ambassadors are serving on boards of directors for local organizations. This past year, SEMC staff organized and/or participated in 75 community events, including health screenings and lectures, health fairs, dinners, and awards ceremonies. SEMC clinicians and members of the Senior Leadership Team were also guests on a local cable television and radio stations throughout the year.

Blood Pressure Screening

Free blood pressure screenings are available at scheduled sites on campus and within the community.

Breast Cancer Support Group

This group meets twice a month and offers women who are living with breast cancer and other types of cancer an opportunity to get support, share information and learn coping techniques.

Breastfeeding Class and Developmental Support Group

The Pediatrics department offers a program that provides advice and support for new mothers. This class covers breastfeeding education and support from a Board Certified Lactation Consultant as well as infant massage instruction and developmental support.

Caritas Home Care

Caritas Home Care provides comprehensive, intermittent home health care services to people who are ill at home or recovering from a hospital stay. Basic services include skilled nursing visits, home health aid assistance for personal care and daily living tasks, physical, occupational and speech therapy, and social service assistance related to the illness. Other services available include infusion therapy, maternal/child care, psychiatric nursing, enterostomal therapy, heart care, and diabetes education.

Additionally, Caritas Home Care provides community resource planning and works with other community agencies to set up such services as Meals on Wheels, grocery shopping, and homemaker services. For those patients without health insurance or the financial ability to pay, we provide free care for medically needed services.

Diabetes and Heart Health Screenings

Free blood pressure, total cholesterol, and glucose checks are available at scheduled sites on campus and within the community.

Diabetes Support Group Meetings

St. Elizabeth's Medical Center certified diabetes educators offer a support group for people living with diabetes. This group serves as a forum where people can discuss their feelings about living with diabetes, share ideas, and receive information on living healthy with this condition.

Family Support Group

This group is designed to provide support for family members of a drug or alcohol addicted loved one.

Skincare and Hair/Makeup Program

This program offers cancer patients advice from trained cosmetologists on caring for their skin, hair and makeup throughout chemotherapy and radiation treatment.

New Beginnings

This class is lead by a Licensed Occupational Therapist and a Certified Infant Massage Instructor and is designed to help new parents learn about infant massage, parenting tips, and age appropriate toys.

St. Elizabeth's Parent Connection Group

This class is designed to welcome and educate parents, with children ages 7-18 months, who are new to the Allston-Brighton community. A Physical Therapist and Speech and Language Pathologist cover several relevant topics, including: language development, ways to stimulate language development, ideas for play for different age ranges, and appropriate first walking shoes.

12-Stepers Anonymous

A 12-step recovery and support program for anyone who is struggling with food, weight, or obsession relating to food. Meetings provide an opportunity to discuss and support a participant's desire to abstain from compulsive eating by obtaining group support.

Prostate Health Screenings

Prostate cancer is the most common cancer, other than skin cancers, in American men. In an effort to address this growing public health issue, prostate health screenings are available at scheduled sites on campus and within the community.

Reach to Recovery Program Developmental Support

The first three years of a child's life are a critical time for development. The REACH Program at St. Elizabeth's Medical Center provides developmental support for families with children birth to three years of age. REACH aims to carefully coordinate these services so that every family will be provided with the necessary information and resources to support their child's development. The REACH team consists

of a Neonatologist, Physical Therapist, Occupational Therapist, Speech Pathologist, Lactation Specialist, and a Developmental Educator.

Reach to Recovery Program

Peer support program designed to put newly diagnosed cancer patients in contact with an individual of the same age who is undergoing similar treatment.

St. Elizabeth's Comprehensive Addictions Program (SECAP)

This program offers in-hospital detoxification, intensive after-hospital care, group counseling and support as well as individual counseling and support for those suffering from drug and alcohol addiction. Family education and support are also available. Outpatient services are geared specifically towards young adults, older adults and women. Other programs are tailored to meet individual needs.

Skin Cancer Screenings

Skin cancer screenings are available at scheduled sites on campus and within the community.

Smoking Cessation Program

This counseling and support program, funded through the Massachusetts Department of Public Health, is for smokers who are contemplating or actively trying to stop or reduce their tobacco use.

Social Services

At St. Elizabeth's Medical Center, social work services are provided to identify, assess, and treat patients and their families who have psychological and/or environmental needs related to the impact of hospitalization, diagnosis, treatment, and discharge. SEMC's social workers collaborate with other professional staff to provide discharge planning for patients and families referred for service. The social workers contribute to the fundamental goal of providing compassionate and quality patient care, ever mindful of each patient's dignity and individuality.

As compassionate caregivers, we are committed in a special way to advocacy for the poor, people with disabilities and all those in need. Referrals are made to public and private social service agencies whenever necessary. Frequently provided services include bereavement counseling, case management, collaboration on discharge planning, consultations, crisis intervention, financial counseling, high-risk case findings/

screenings, information and referral, patient/family advocacy, patient/family conferences, psychological assessment, psychological counseling, and support groups.

Other social support services available at SEMC are made possible through a \$20,000 grant administered by SEMC. The services include a clothing bank for families in need and miscellaneous, otherwise uncovered patient expenses such as food, medications, rent, and utilities. Social workers are committed to protecting and safeguarding the rights of patients who are the victims of violence. This includes physical, sexual, and emotional abuse as well as economic deprivation. The department provides appropriate social work intervention for any patient referred or identified as being a victim of violence, and social workers give leadership to hospital wide initiatives in this important area. A social worker is on call 24 hours a day, 365 days a year and can handle crises and emergencies throughout the medical center.

Teen Empowerment-Exercise-Education-Nutrition (TEEN) Program

A unique youth empowerment program for children ages 10-20 that are prone to be overweight or are overweight. Led by a SEMC Pediatrician, this program incorporates exercise, education, and empowerment tools for adolescents. Activities are aimed at promoting a healthy lifestyle and include nutritional lectures and exercise programs with an exercise physiologist.

Weight Loss Consultations

Brief weight loss consultations are given by specialists from the Center for Weight Control to help educate patients about medical and surgical weight loss programs available at SEMC and help them decide which option, if any, is right for them.

Women, Infants and Children

The Women, Infants and Children (WIC) program provides nutrition, health education and general health services to the families of Allston Brighton free of charge.

Volunteer Program

St. Elizabeth's Medical Center benefited from the services of hundreds of volunteer hours this past year. Volunteers and their efforts include:

48 Weekday Adult Volunteers

Their duties include Patient Information Desk receptionists, newspaper deliveries to patients, patient mail delivery, Emergency Room greeters, Operating Room and Ambulatory greeters, Gift Shop, and major clerical jobs for every department in the medical center.

Five adult volunteers also participate in the Retired Senior Volunteer Program (RSVP), sponsored by the City of Boston's Commission on Affairs of the Elderly. The program is for people 55 years and older who volunteer in their community to make a difference. RSVP volunteers are eligible for some out-of-pocket expenses while volunteering, such as travel costs, and all RSVP volunteers receive free supplemental accident insurance while volunteering.

26 Eucharist Ministers

Give Holy Communion to patients seven days per week. Some assist in the chapel services.

25 College High and School Students

Students from Boston area colleges and high schools volunteer their time after school and during the summer. The responsibilities range from clerical duties to working as greeters at our Senior Suppers and Children's Christmas Party.

Special Needs Students

Students from the Horace Mann School for the Deaf, Carroll Center for the Blind, and the Kennedy Day School are a constant source of supervised help in our Food Services Department, Shipping and Receiving, and in the Volunteer Office as clerical helpers.

10 Brighton High School Students

During the summer of 2009, students from Brighton High School volunteered at St. Elizabeth's as part of a job-training program sponsored by the Boston Private Industry Council (PIC). These students worked in the following areas: Children's Center, Development, Hematology-Oncology, Hospitality, Human Resources, Intensive Care Unit, Interns & Residents, Operating Room, Orthopedics, Peri-Operative Services, Food & Nutrition Services, Radiology, Medical Records, Center of Cancer Systems Biology, Neurosciences, Nursing, Radiology, Research, Security, SECAP, St. Margaret's Center for Women & Infants, Surgery, and Telecommunications.

External Volunteers

In addition to the dozens of volunteers who participate at SEMC each week, there are more than 50 additional volunteers who knit for our infant patients, cancer patients and dialysis patients. These knitters come from all over Boston, Cape Cod, Maine, Connecticut, and New Hampshire. A recent "Angel Wings" knitting program was started and is expected to double the number of volunteers by next year.

Spiritual Care

St. Elizabeth's Medical Center offers the services of the Spiritual Care Department to patients and their families, as well as to staff members throughout the facility. Our ministry extends to people of all faith traditions as well as to those who profess no religious affiliation. The scope of spiritual support includes visiting the patient and offering counsel to help them with the emotional, ethical, and spiritual issues faced by the patient, their family and/or staff personnel. Support is demonstrated by the chaplain's presence, which can include listening and offering prayer and/or Catholic Sacraments. SEMC has a dedicated team of Eucharistic Ministers who provide the Sacrament of the Holy Eucharist for any patient who so desires to receive it. Chaplains will contact a minister of the patient's own faith upon request.

X. Next Reporting Year

In accordance with the Massachusetts Attorney General's Community Benefits Guidelines for Non-Profit Hospitals, St. Elizabeth's Medical Center conducted a Needs Assessment in the spring of 2009. This assessment examined major health trends in three of the towns in the medical center's local service area - Allston-Brighton/Boston, Waltham and Watertown.



This assessment was conducted to help SEMC, community partners, and the community better understand and respond to the health and quality of life issues in Allston-Brighton. The Allston-Brighton community is defined as people who live, work, attend school, or access services in the community. The objectives of this assessment were to engage the Allston-Brighton community in the planning and implementation process in order to develop an accurate and comprehensive report, ensure buy-in to the outcomes and energize participants and the community to work to address the findings.

A designated community benefits advisory committee served as a vehicle for people who live and work in Allston-Brighton to participate in neighborhood decision making, identify shared concerns, and mobilize internal and external resources to address those shared concerns.

The assessment revealed that the service area is 54% White, 22% African-American, 15% Hispanic, and 8% Asian/Pacific Islander. Of the three communities, Allston-Brighton/Boston has the largest population under age 20 and the highest poverty rate, while Watertown has the largest elderly population and is the overall healthiest of the three towns. Additionally, one-third of the population across all three towns speaks a language other than English at home.

The results of the Needs Assessment indicate that the major health issues facing residents of Allston-Brighton/Boston, Waltham and Watertown are: diabetes, mental health and substance abuse, and prostate cancer. Other top issues

include breast cancer, cardiovascular conditions, and communicable diseases.

Rates of mental health and substance abuse hospitalizations were significantly higher than the state in Allston-Brighton/Boston. More specifically, Allston-Brighton/Boston has significantly higher rates of hospitalizations for alcohol, heroin, and marijuana than the state.

It was also revealed that in Allston-Brighton/Boston, the rates of hospitalizations for primary care manageable conditions, especially diabetes-related complications, are higher than the state average, suggesting a problem with access to appropriate medical care. In comparison to the state, Allston-Brighton/Boston also has significantly higher rates of mortality from diabetes.

Additionally, prostate cancer is the most common form of cancer across all three towns while breast and pancreatic cancer rates are considerably higher in Waltham than in the state.

After comprehensive review of the data found in the assessment and thoughtful discussion, the St. Elizabeth's Medical Center Community Benefits Advisory Committee and Community Benefits Hospital Leadership Team determined that the FY2010 Community Benefits Plan will chiefly address diabetes and substance abuse in Allston-Brighton.

In 2010, SEMC aims to successfully implement comprehensive programming for diabetes and substance abuse in the community with the support of the external and internal advisory committees, the Board of Directors, hospital administration leadership, staff, and community partners.



XI. Community Benefits Expenditures for FY 2009

Community Benefits Programs

Direct Expenses:	\$6,501,854.00
Associated Expenses:	0
Determination of Need Expenditures:.....	0
Employee Volunteerism:	\$624,612.00
Other Leveraged Resources:	0

Community Service Programs*

Direct Expenses	\$1,130,249.00
Associated Expenses	0
Determination of Need Expenditures:.....	\$13,830.00
Employee Volunteerism:	\$43,171.00
Other Leveraged Resources:	0
Net Charity Care FY 09:.....	\$1,939,425.00
FY 2009 TOTAL:.....	\$10,289,311.00

Total Patient Care-Related Expenses for FY 2009:

..... **\$328,687,315.00**

Additional Considerations

The major challenges facing St. Elizabeth's Medical Center are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society.

In addition to all of the services that St. Elizabeth's Medical Center provides to the community, the facility also provided:

- \$20,327,640 in unreimbursed Medicare Services
- \$571,488 in bad debt

XII. Contact Information

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CHICAGO, ILLINOIS



Carney Hospital

A CARITAS FAMILY HOSPITAL



2007 Community Benefits Report

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Massachusetts Coalition for the

A statewide membership organization dedicated to ending



I. Mission & Values Statement

Carney Hospital, in Dorchester, MA, is a 159-bed community teaching hospital serving greater Dorchester, Mattapan, South Boston, south suburban communities, and beyond. Carney Hospital, a not-for-profit Catholic hospital, is a member of Caritas Christi Health Care, New England's largest community-based hospital network providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire and Rhode Island.

Carney Hospital's medical staff provides a wide spectrum of services from primary care medicine to specialty and sub-specialty services including Cardiology, Cancer Care, Diagnostic Imaging, Geriatrics, Neurology, Orthopedics, Wound Care, Women's Health and Rehabilitative services, and surgical services among others.

Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

- Compassion
- Accountability
- Respect
- Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. It is our way of offering service that makes us different. Our identity as a Catholic health care system is reflected in who we are and how we act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion and making concrete efforts to work for the dignity of every person.

In keeping with the hospital's mission, Carney Hospital is committed to outreach, education and advocacy in partnership with our culturally diverse communities. Our community benefits plan focuses on the hospital's immediate urban neighbors and extends to communities located to the south and southwest of Boston.

Our mission is to work with our diverse communities in order to improve access to health care, and to encourage the utilization of Carney Hospital services as appropriate. We continuously evaluate the needs within our service area and develop specific programs and services for preventive health care, illness management and emergency services with community partners.

We also strive to fill gaps in services and continuously adapt our programs to the needs in Dorchester, the most culturally and linguistically diverse section of Boston.

Our goal is to promote wellness and enhance the quality of life for individuals, families and communities through the development of community health programs.

II. Internal Oversight and Management of Community Benefits Program

Management Structure

The Community Benefits Program is administered by the Director of Community Benefits, who reports to the hospital President and Caritas Christi Health Care Vice President of Community Benefits. The Director of Community Benefits works with members of the Senior Leadership Team, employees, physicians, community leaders, and hospital Board members to determine the needs of the community. These needs are assessed based on many factors including the availability of federal, state and local research data; hospital resources, and discussions with community groups.



A calendar listing of events and programs are shared with the community through press releases and announcements to local newspapers, churches, health centers, community groups, and the Carney Hospital web site.

III. Community Health Needs Assessment

Process and Participants

In addition to the community leaders, hospital administration and staff identify community health issues. In response to the Massachusetts Attorney General's revised Community Benefits guidelines, Carney Hospital established in FY 2009 two committees that formalize the annual Community Benefits plan.

The Community Benefits Hospital Leadership team consists of the president and senior administrators who oversee critical patient care services. The Community Benefits Advisory Group is comprised of representatives from local health and human services agencies, and other community stakeholders.



A formal community health needs assessment was completed in June 2009. The results will be used to establish community benefits priorities and planning for the next three years, beginning in FY 2010.

Information Sources for the FY 2009 Community Benefits Plan

Prior to the 2009 health needs assessment, Carney Hospital rigorously reviewed information from a number of sources. Determinants affecting the type of information used included:

- Access issues
- Fast-paced changes in medicine and technology
- Ever-changing demographics of the service area
- Uncertainty within the health care industry

Sources included:

- Boston Public Health Commission Report on the 2009 Health of Dorchester Community
- The Report to the Mayor: The Health of Boston
- Mayor's task force on racial disparities in health care, on which Carney Hospital's Director of Social & Interpreter Services is a member
- City and statewide demographic information, including short and long-term projections
- Immigrant populations' health data

Summary of FY 2009 Findings

Target Populations

The designated geographic and patient populations focus on the hospital's immediate neighbors in Dorchester and Mattapan and extend to communities to the south and southeast of Boston. Target populations identified within these communities include a large number of African American, Haitian, Latino and Vietnamese individuals and their families.

As provided in the Boston Public Health Commission Report on the Dorchester Community, which was based on Year 2000 census data, Dorchester has experienced a population growth since 1990 of 6.2 percent with the African American, Haitian, Latino and Vietnamese communities expanding most rapidly. In addition, children under the age of 17 are the fastest growing segments of the Dorchester population. As a result, Carney Hospital aims to increase services and capabilities to meet the needs of these growing populations.

Health Issues

We identified the following health issues that are of the greatest threats to our Community:

- Cancer and heart disease continue to be the leading causes of death for both males and females in our service area.

- African-American women and Asian women have higher incidences of breast and cervical cancer than any other groups; and African American women have a higher incidence of fibroid tumors.
- Uninsured or underinsured males, particularly African-Americans, are not typically tested early enough for prostate cancer because they lack the appropriate health care coverage.
- Mattapan has the highest percentage of adults in Boston who smoke, who are obese, and who have high blood pressure.
- Hepatitis C is becoming more prevalent in Asian males.
- Childhood asthma is the most common chronic disease in children. Dorchester and Mattapan are among the communities with the highest hospitalization rates for asthma in children under the age of five.
- Diabetes and obesity continue to be diseases of high incidence within our community, with Dorchester and Mattapan having the highest rates of any Boston region.
- Psychiatric and substance abuse problems are prevalent health issues in the hospital's primary service area.

Given this information, Carney Hospital's FY 2009 Community Benefits priorities were health education, early screening, and direct care services in the areas of heart disease, cancer, diabetes, and obesity.

IV. Community Participation

Background and Mechanism

Carney Hospital also assesses community needs using the following sources:

- Physicians, nurses and staff at Carney Hospital and nearby health centers, who listen to patients' needs and share this information with hospital leadership.
- The Director of Community Benefits, who meets regularly with community leaders and organizations to discuss partnerships for disseminating important health information.
- Medical and hospital staff, who are active members of community-based organizations and who attend community meetings and events.
- The Ambassador Program, made up of hospital employees, who provide the community with health screenings, talks and other information, and solicit feedback.

Organizations to which hospital staff and leaders are connected include:

- Area churches
- ABCD
- Bay Cove Human Services
- Boston Public Health Commission
- Columbia/Savin Hills Civics Association
- Codman Square Health Council
- Dorchester Community Collaborative
- Dorchester Center for Adult Education
- Dorchester House
- Dorchester Substance Abuse Coalition
- Dorchester Board of Trade
- Dorchester House
- Fields Corner Main Street
- Geiger Gibson Community Health Center
- Girl Scouts of Eastern Massachusetts
- IBA
- Haitian Multi-Service Center
- Haitian-American United, Inc.
- Hebrew Seniors Life
- El Planeta
- Kit Clark Senior Center
- La Semana
- Latin-American Health Institute
- Lower Mills Business Association
- Massachusetts Vietnamese-Americans Women's League
- Massachusetts Department of Public Health
- The Medical Foundation
- Mujeres Unidas En Accione
- Neponset Health Center
- St. Mark's Civic Association
- Sarah Care
- Tele Diaspora
- Umass/Boston
- Vietnamese American Civic Association
- Vietnamese-American Initiatives for Development (Viet-AID)
- Women of Courage, Inc.
- Work, Inc.

Community members, civic leaders and other representatives are invited regularly to meet with hospital administration and staff.

V. Community Benefits Programming

Target Population and Identification of Priorities

As Dorchester's community hospital, Carney's target populations for community benefits program are the Vietnamese, Haitians, African Americans, the working poor and senior citizens. The priorities for FY 2009 are:

Diversity

- Provide health education and outreach to Haitian, Latino, and Vietnamese audiences through cable TV, radio and community health lectures.

Outreach

- Facilitate partnerships with other community-based organizations to increase cancer and diabetes prevention awareness.

Education

- Ensure compliance with American Heart Association Cardiac Outcome measures, and the American Diabetes Association.

Advocacy

- Advocate for expanded health insurance access for our most vulnerable populations.
- Expand access to health education programs and screenings for seniors.

Short-Term and Long-Term Community Health Goals to Support Community Benefits Priorities

SHORT-TERM GOALS (ONE YEAR)

- Open the Carney Hospital Diabetes Center.
- Renovate the Emergency Department.
- Develop a Family Medicine Program.
- Facilitate the growth of new physician practices within the fast-growing and diverse population.
- Implement guidelines for culturally competent care in concert with the Mayor's task force to eliminate racial disparities in health care, including improving and adding way finding signage in multiple languages.
- Improve cardiac outcomes relative to smoking, lipid management and cardiac rehabilitation by increasing educational opportunities and services.

Health Education and Screenings for Seniors

Offer health education and screenings to coincide with the four Senior Suppers available at a nominal price.

- 11/5/08 - 129 attendees – "Treatment of Non-Healing wounds" - Dr. Williams
- 12/10/08 - 130 attendees – "Age Related Eye Disease- What you can do to preserve your vision"- Dr. McHam
- 4/29/09 - 120 attendees – "Meet the Internists" – Drs. O'Keefe, Ostrem, & Lockman
- 7/28/09 - 125 attendees - "Carney updates" – Dr. Daniel H. O'Leary, President

Address Serious Health Issues Impacting the Community

- Elevate awareness of serious health issues such as cancer, heart disease, asthma, and diabetes.
- Increase cable TV and radio presence to expand awareness for prevention and disease management.

Disaster Readiness Training

- Continue intensive training in accordance with homeland security guidelines.
- Educate the community and local business owners on preparing for the unthinkable, should a disaster occur.



LONG-TERM GOALS (THREE-FIVE YEARS)

Cardiac Outcomes

- Reduce incidents of secondary events for coronary artery disease in both acute and chronic patients.
- Pursue an enhanced cardiac catheterization service in concert with the Caritas Cardiovascular Center for feasibility review of angioplasty services.

Enhanced Critical Care

Introduce an enhanced critical care services function working together with other Caritas hospitals to create:

- A revolutionary advancement in critical care redesign – the eICU.
- Enhanced critical care quality and improve patient safety.
- Better collection of quality-related data.

Operating Room

- Build new state-of-the-art operating rooms that will improve efficiency.

Process for Reviewing, Evaluating and Updating Community Benefit Activities

- The process for reviewing and changing programs involves continued dialogue with community organizations, regular review by hospital staff and a quarterly review by the Board of Directors.

Budget Process

- The annual Community Benefits budget is determined with input from the hospital's senior administration, fiscal services, and departments providing direct community services (i.e. Interpreter and Social Services, Financial Counseling, and Community Benefits).

VI. Progress Report: Activities Preformed During FY 2009 Reporting Year

Major Programs and Initiatives

Carney Hospital is committed to continuous outreach focused on improving the health and well-being of our communities through awareness, early detection and health maintenance. The hospital provides a range of educational events, health screenings, and lectures by physicians and other allied health professionals. Disease-specific health screenings afford members of the community the following benefits:

- Access to free information, which may ultimately assist in keeping families safe and healthy.
- Early detection for people who do not have a primary care physician.
- One-on-one interaction with specialists without the burden of insurance issues.
- Information in the form of lectures and take-home brochures.

Community Benefits — Outreach and Education

Community Resource Day

Under the direction of the Community Benefits Director, assisted by Mission and Interpreter and Social Services, Carney Hospital initiated a major resource fair on June 13 that attracted over 200 area residents and 40 health and human services agencies. Together, Carney and the agencies offered free screenings and information on health, housing, and domestic violence issues and prevention in different languages.

Immigrant's Forum

On October 6, Carney hosted its first community Immigrant Forum entitled "The Value of Culture and Medicine" attended by 112 people. Panelists included representatives from the Boston Public Health Commission, Department of Public Health, Carney physicians, and elected officials. Panelists discussed health issues affecting the minority communities such as the Haitians, Latinos and the Vietnamese.

Ambassador Program

The Ambassador Program places community members in contact with the leadership of Carney Hospital. With a more visible presence in the community, the hospital president, senior managers, physicians, nurses, and staff are in a better position to inform community members about existing resources and programs, as well as obtain valuable community feedback.



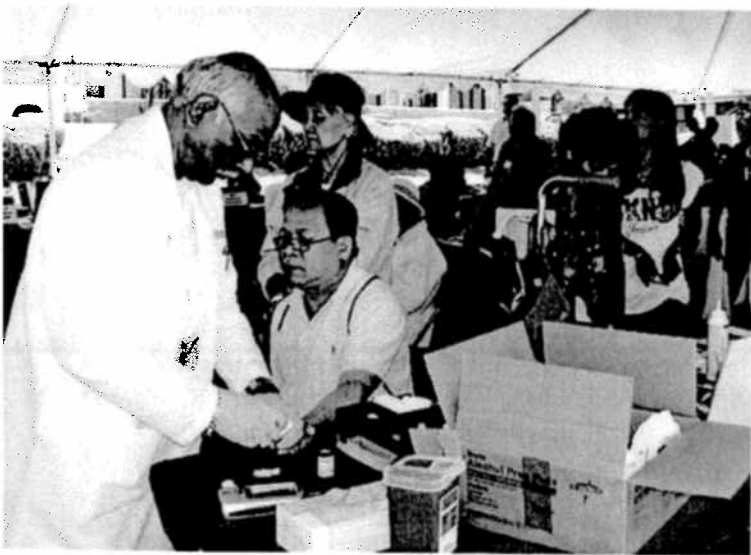
Ambassador Program speakers' engagements included:

- Thirteen lectures on diverse topics at the Haitian Cable Program.
- Nine lectures on diverse topics for the Boston TNT – Vietnamese Radio.
- Five lectures on diverse topics for the Neponset Health Center.
- Five lectures on diverse topics for the Dorchester House.
- Four lectures on diverse topics given at Carney senior suppers.
- Three diverse health topics for Sarah Care-Vietnamese Senior Center.
- Lecture given at Ashmont/Adams Neighborhood Association.

Screenings:

Seventeen screenings at various health fairs and at Carney included:

- One glaucoma screening (65 people were screened).
- Six blood pressure screenings (265 people were screened)
- Three glucose screenings (112 people were screened).
- Two PVD screenings (120 people were screened.)
- One Cardiovascular screening (11 people were screened). One patient required follow-up medical care.
- Free mammographies and self-breast exam instructions were offered. (12 mammographies were performed). Two patients required follow-up.
- A skin cancer screening was offered. (24 people were screened). Two required follow-up; two needed a biopsy.
- Two veins screenings (25 people were screened).



Commonwealth Care Health Insurance Enrollment

Among vulnerable populations in our service area, those who are underinsured and uninsured are most at risk. This problem is compounded by the economic downturn, growth in unemployment and home foreclosures. With the rising costs of gas and food, more and more of an individual's income is applied to basic living necessities such as food and shelter. This is exacerbated by the fact that income is not keeping up with inflation and layoffs have increase dramatically. As a result, health insurance is less of a priority and patients are not seeking necessary treatment because they cannot afford it. With this in mind, and with the passage of Health Reform legislation in 2006, Carney Hospital continues to provide education and support to members of the community on the Commonwealth Care Health Insurance program. Financial counselors also are available at all community health fairs and physician offices.

Dorchester Substance Abuse Coalition

Carney Hospital hosted and participated in Coalition meetings, and disseminated to Dorchester resident's information on substance abuse, in collaboration with the Neponset Health Center and others.

Flu Clinics

In the fall, 2009, Carney's Ambulatory Care Center (ACC) staff conducted 8 free flu clinics and administered 1,150 flu vaccines at a cost of \$2,326 (vaccines, syringes and staff hours) to the hospital. Inoculations were provided to community residents as well as to hospital employees. Nurses reached out to local churches, community-based organizations, assisted living facilities, and senior housing developments. Nurses directly targeted the multicultural populations in order to ensure that they had access to this much-needed service, despite limited availability at times.

Carney Hospital Tobacco Treatment and Education

QuitWorks, a stop-smoking service, is offered to patients. QuitWorks is the state-sponsored, evidence-based service to which health care providers may refer any Massachusetts patient, regardless of health insurance status. For patients not yet ready to commit to QuitWorks, a "Think About It" pamphlet is available on all hospital units.

The following four CPR program, sponsored by the American Heart Association, are available to the community: Health provider CPR, pediatrician aid, advanced cardiac life support (ACLS), and Train-the-Trainer.

Workplace Skills and Education Program

Coordinated by the human resources department and three teachers, this program, endorsed by the Council on Higher Education, provides resources for career development. The program offers Carney Hospital employees, their families and members of the community instruction in English as a Second Language, pre-General Education Development (GED) and GED certificate preparation. It also teaches post-secondary school communication skills, writing skills for work and school, keyboarding, and specific-need tutoring (e.g. working on pronunciation).

Learning skills are presented primarily by classroom instructors and through individual lessons via computer software. In addition to the specific education offered to participants, the program bolsters self-esteem and the confidence necessary to succeed in moving from low-wage or no employment to productive, higher-paying positions with added responsibilities and opportunities. The program provides students with the benefit of one-on-one tutoring and teaching. Participants obtain, among other things, college admission, job promotions and U.S. Citizenship. This past year, 28 employees and community residents used the educational services provided by this program, which costs the hospital over \$40,000 annually.

In-Service Training

In-service training is provided to hospital staff throughout the year. The nursing education department offers monthly education courses and lectures to nursing staff. The rehabilitation department also held in-service programs for their staff including Manual Therapy Evaluation and TX of the Spine, Wound Therapy, and Orthodontics and Prosthetics.

The Social Work Continuing Education Program offers programs to RNs, social work staff and medical interpreters. The audience ranges from 15 to 25 people.

Women @ Work Program

The Women @ Work Program at St. Mary's Women and Children's Center creates a supportive and nurturing environment that fosters personal growth and empowerment

for program participants. Women @ Work is a job readiness program designed to transition women into jobs and careers. Participants are encouraged to invest in themselves and the program to reach the following goals: gain self-confidence and self-respect, learn and employ positive life and job readiness skills, provide support for family, and seek to live a fulfilling and independent life.

In FY 2009, Carney Hospital served as an internship and job placement site. The women worked in a variety of departments, ranging from fiscal to medical records to human resources. The internship is generally four weeks in length and allows the participants to apply skills learned in the classroom.

Dorchester Educational Advisory Board

A representative from Carney Hospital serves on the Dorchester Educational Advisory Board. The group of approximately 40 people meets monthly to promote literacy among immigrants. Through this program, GED and English as a Working Language (EWL) classes are offered in order to better prepare immigrants to enter the workplace.

Dorchester Community Collaborative

The hospital is a steering committee member of the Dorchester Community Collaborative that represents many Dorchester and Mattapan non-profit organizations. Carney Hospital hosted their annual meeting and special meetings.

Community Benefits Services

Social Work Services

Carney Hospital social workers are licensed clinical professionals who assist patients in finding solutions to a wide array of concerns. Our social workers are available to speak with patients regarding any issues that may impact their health, hospitalization, recovery or discharge, such as: adjustment to illness or hospitalization; family concerns; advance directives; nursing home placement; referral for community resources; support for victims of violence, including domestic violence, sexual assault and other forms of community violence. They strive to maintain the patient's dignity and confidentiality, while providing crisis intervention, counseling, information and referral services that are responsive to the patient's needs. Services provided are available to all without regard to financial status.

The social work department provides the following support groups to staff in-house patients, and the general community:

- "Grieving the Loss of a Loved One" support sessions were held on the 4th Thursday of the month and led by one of the hospital's chaplains throughout fiscal year 2009.
- The Social Work Department, in collaboration with the Women's Clinic for Health and Safety, provided leadership for a weekly support group for women affected by domestic violence.

Other Services

Prescription Assistance: The social work department provides prescription assistance to patients without Insurance coverage at an annual cost of approximately \$2,500.

Medical Transportation: Transportation to and from the hospital is provided on to patients with a medical need who have no other form of transportation at an annual cost of \$6,000.

Community Assistance: Through the social work department, the hospital was able to assist many needy families with food, toys and clothing over the Thanksgiving and Christmas holidays.

Sr. Anna Food Fund: Assisted 113 families, including 415 individuals with \$4,105 worth of food certificates for the 2009 holiday season.

Toys for Tots Program: Donated gifts were distributed to 240 children at an approximate value of \$1,920.

Giving Tree: Gifts of clothing, games, and gift certificates, donated by hospital staff were given to 41 teen-aged patients at an approximate value of \$1,025.

Social Work Programs and Expenditures	\$15,549.54
Medication Assistance for Patients	\$2,467.54
Medical Transportation via Taxi	\$6,031.99
Sr. Anna Food Program/Holiday	
Food Certificates	\$4,105.00 for 113 families
.....(424 individuals)	
Toys for Tots Program	
Gifts for 240 children	(approximate value- \$1,920.00)
Giving Tree: Gifts for	
41 teenagers	(approximate value - \$1,025.00)

Interpreter Services

During this past year, Carney Hospital served patients who speak 15 different languages. In order to provide the most effective care for all patients, cultural and linguistic competency is critical. Carney Hospital provides interpreter services through the use of on-site medical interpreters, volunteer bilingual and bicultural staff, and when necessary, telephonic services through the Language Line. These services are available to patients and family members in all areas of the hospital and at no cost to the patient.

The annual cost of interpreter services at the hospital is approximately \$302,000.

The Interpreter Services Department utilizes a broad range of resources to meet the needs of our LEP (Limited English Proficiency) patients: staff interpreters, free lance interpreters, the Employee Bank of bilingual and bicultural staff, and telephonic interpreter services via the Language Line.





In addition, there are medical interpreters to assist patients with appointments and procedures. The hospital also is committed to providing written materials in the patients' preferred language. The interpreters translate health-related information as well as informational flyers about health screening events at the hospital.

Social Work Programs and Expenditures	\$15,549.54
Interpreter Services Expenses.....	\$54,919.92
Catholic Charities and Free Lance Interpreters..	\$46,830.00
Language Line.....	\$4,552.28
Translations	\$2,562.64
MMIA Member/Training	\$975.00

Cultural Diversity Committee

The Cultural Diversity Committee, a sub-committee of the hospital's mission committee is comprised of volunteer staff from all areas of the hospital. The committee works to ensure the hospital provide a sensitive and culturally competent environment in which quality care is delivered with utmost respect to all patients and staff.

Carney is committed to:

- Fostering an environment in which all members of our diverse staff can freely contribute their full potential and all behaviors motivated by prejudice or bias are eliminated.
- Using the richness of diversity within the hospital and its community to provide quality health care to our multicultural community.
- Enhancing and expanding the hospital's relationship with its external communities.
- Providing training in cultural awareness to all employees.

Cultural competence training is now an integral component of the orientation program. Every new employee of Carney participates in this training, which includes information about the diversity of our patient population and the availability of interpreter services to meet the patient's needs.

To further expand staff understanding and appreciation of the diverse cultures served by the hospital, cultural presentations and celebrations are offered throughout the year. The audience is generally made up of a multi-disciplinary group, including physicians, nurses and other allied health professionals. Lunchtime presentations, offered to

employees and the community, allow individuals to share practices, beliefs, and holiday celebrations of their respective cultures.

The hospital also sponsors a number of annual major cultural celebrations, including the annual Martin Luther King Breakfast and the Lunar New Year celebration, which are generally attended by approximately 150 employees.

Cultural Diversity Expenditures:\$ 2,000.00

Community Benefits — Advocacy

Conference of Boston Teaching Hospitals (COBTH)

In the spirit of advocacy and collaboration, Carney Hospital values membership on COBTH's Community Benefits, Government Relations and Public Affairs Committees. Although supportive and active in all COBTH activities, these committees demonstrate Carney Hospital's citywide health-related policy and initiatives. COBTH membership and support enables hospital CEOs and community benefits staff to share successes and discuss ways to meet the challenges of health care.

Mayor Menino's Task Force

Representatives from Carney Hospital participated on Mayor Thomas Menino's task force to eliminate health disparities. The task force, comprised of representatives from all Boston's teaching hospitals, delivered recommendations to eliminate racial and ethnic disparities.

Task force goals, which the hospital continues to implement, are:

- Standardizing the collection and reporting of data on health care access and utilization by patients' race, ethnicity, socioeconomic status, and primary language to capture critical information needed to better understand factors associated with health care disparities.
- Increasing the proportion of racial and ethnic people among health professionals.
- Improving institutional cultural competence by developing and implementing cross-cultural education and anti-racism training opportunities for hospital employees.

- Developing opportunities for diversifying the racial and ethnic composition of governing boards at hospitals as well as incorporating regular board updates on the progress of hospital activities aimed at eliminating health disparities.

MassHealth Expansion Assistance Activities

Since 1997, Carney Hospital financial counselors, some of whom are multilingual, have been providing MassHealth Application assistance to low-income, uninsured, and underinsured patients and residents of our community. Applications are prepared by financial counselors and reviewed by an outreach worker from the Division of Medical Assistance for eligibility. Applications are reviewed by the Division of MassHealth for compliance with program eligibility criteria. Throughout FY 2009, the hospital's financial counselors prepared hundreds of applications for review.

Carney Hospital also contracts with an outside vendor to work with patients with special needs. The vendor is well versed in government regulations and experienced with the administrative appeals process necessitated by some denials. The hospital sources applications for patients with mental health or substance abuse problems, adolescent psychiatric patients, and patients of any age who require placement in a long-term care facility.

Additionally, the hospital's social work department ensures that patients and family members receive assistance with the MassHealth application process. Social workers routinely recommend that family members work with financial counselors, who provide assistance with the Disability Determination Supplements and Community MassHealth Applications. This collaborative effort has increased MassHealth enrollment.

Medical Community Provider Status

Until we can achieve true health care reform, which provides health insurance coverage and access to care for all people, Carney Hospital will advocate in every possible way for a system that reimburses hospitals, physicians and other health care providers for the true costs of providing care. This work is of vital importance because the services we provide are crucial.

- During fiscal year 2009, Carney Hospital was recognized as an Essential Community Provider and awarded \$4 million in supplemental funding to acknowledge the fundamental and essential role our hospital plays in

providing care to residents of our community. This important funding, which was applied toward the hospital's 2009 budget, was a result of collaborative efforts by our hospital and members of our Board of Trustees, and members of our community at large.

- Services provided by Carney's Emergency, Psychiatric and Interpreter Services Departments are essential in the ethnically diverse and economically disadvantaged communities served. Approximately 20% of Carney's Emergency Department patients in FY 2009 had psychiatric or substance abuse diagnoses, and of those patients, about half were admitted to the hospital's medical and psychiatric in-patient units.
- More than 46% of adult and geriatric psychiatric patients are from outside the hospital's primary service area. This demonstrates the critical role that Carney plays in caring for mental health needs in the Commonwealth.
- Carney employs five full time interpreters to facilitate care to non-English and limited-English patients.

Caritas DoctorFinder

Caritas DoctorFinder is a physician referral service operated by Caritas Christi Health Care. The service provides patients with information to help them find a health care professional who can meet their specific needs. DoctorFinder refers physicians at Norwood Hospital, Good Samaritan Medical Center, Carney Hospital, Holy Family Hospital, St. Elizabeth's Medical Center of Boston, Saint Anne's Hospital, and Good Samaritan Hospice. Patients may access the program by telephone at 800-488-5959 or on the web at www.caritaschristi.org.

Mission and Spiritual Care

The Mission and Spiritual Care Department offered several programs that assisted patients, staff and community members. The Mission Committee holds various drives to aid the poor and needy in the community. A food collection at Thanksgiving, a Giving Tree, Toys for Tots, and a backpack project to provide school supplies to local children are among the Mission projects. The Cultural Diversity Committee, part of the Mission Committee, holds monthly programs such as Hispanic Heritage, Martin Luther King, Jr. Breakfast, Black History Month, Haitian Heritage, Lunar New Year, and Caribbean Heritage celebrations.

Parish Outreach

As part of mission outreach, Carney Hospital has been sponsoring flu clinics at parishes for many years. Carney's nurses visited area churches, providing free flu vaccinations to hundreds in order to help keep the neighborhood healthy.

Interfaith Memorial Service

The Department of Mission and Spiritual Care offers an annual interfaith memorial service at the hospital to minister to the bereaved in the community. This time of prayer provides an opportunity for individuals who have experienced the death of a loved one to come together with others who have suffered a similar loss. A time of sharing and refreshments follows the service, allowing the bereaved time to speak personally with the chaplaincy staff, to recall their loved one's last days, and to seek support and healing in their journey through grief. The Department of Social Service and the Department of Spiritual Care share responsibility for a bi-monthly bereavement-counseling group.

Palliative Care Services

Our Spiritual Care team, in collaboration with our nursing staff, offers medical, emotional and spiritual support for patients nearing the end of life and for their loved ones. Families are educated about palliative care for pain management and symptom control. We connect patients and their families to hospice support, when it becomes necessary, so that they will have the appropriate resources during the final stages of life.

The hospital's Ethics Committee provides consultative aid along with the Spiritual Care Department and the medical team when dealing with end-of-life issues. With the aid of a grant, the Mission Committee sponsors a course in end of life issues for specific ethnic groups served by Carney Hospital. The Ethics Committee works to present difficult issues from an ethical perspective and to provide education and values clarification for both patients and their families.

Junior Services

Carney Hospital volunteer services provide volunteer opportunities for the community (teens through seniors) to develop workplace skills, increase motivation and self-esteem, and foster friendships, while providing a benefit to the hospital and its patients.

Volunteers provide office and clerical support, patient mail delivery, admission sign-in, emergency room patient sign-in, women's imaging sign-in, lobby switchboard, filing for cardiology, rehabilitation, gift shop and foundation offices Medical Records filling, Medical Library, Mail Room, Bio Med, Medical Procedures, Wound Care . This year, volunteers from the community contributed over 9,000 hours to the hospital. There are a total of 45 volunteers ranging in age from 15 to 82.

Helping the Homeless

The Security Services team devotes a significant amount of time to the homeless cause. Carney Hospital Security Services partners with the Boston Police Department's District C-11 to assist homeless patients and visitors. The Security Services team also works with the Pine Street Inn to place homeless people who come to the hospital daily for shelter.

Notable Challenges, Accomplishments and Outcomes

We continue to face two major challenges in the implementation of our community benefits plan each year:

- Keeping pace with the fast growing immigrant populations and their needs.
- Keeping up with those who are uninsured and who seek care at Carney Hospital. We continue to receive less reimbursement than what we spend to care for patients who have no ability to pay. The current economic environment is adding to this issue.

Advanced Clinical Capabilities

- The Carney Diabetes Center will open in the summer 2010. This center will provide specialized care to diabetics. It will provide space for central care of the diabetic and offer certified diabetes educators, a dietician and an endocrinologist.
- Carney Hospital has purchased a digital mammography machine that allows for state-of-the-art mammographies.
- In an effort to ensure that individuals get the best possible care for stroke, the Massachusetts Department of Public Health (DPH) reviewed specific hospitals, including Carney Hospital, to serve as designated providers of stroke care based on staff expertise and technology. Following several months of ongoing work toward meeting compliance with the DPH regulations, Carney Hospital was designated a provider of primary stroke services.

- A non-surgical procedure to successfully treat uterine fibroids is performed at Carney since the fall, 2004. Uterine fibroid embolization (UFE) is a simple yet effective procedure performed by a gynecologist and interventional radiologist. Rather than remove the fibroids surgically, UFE shrinks them by cutting off their blood supply.

Culturally Diverse New Physicians

Carney Hospital continued its efforts to recruit physicians who reflect its diverse community. During the past year, three new primary care physicians, an endocrinologist, a gastroenterologist, four pulmonologists, three cardiologists, and two orthopedic surgeons were added to the medical staff.



VII. Next Reporting Year

Anticipated Goals and Program Initiatives

Based on the Carney Hospital 2009 Community Health Needs Assessment Report, goals and program initiatives for FY 2010 will center chiefly on diabetes. The hospital aims to achieve the following with the support of the internal and external advisory committees, Board members, hospital administration, staff, and community organizations:

1. Diabetes Program

Carney Hospital has significantly increased its commitment to excellence in the treatment of diabetes through the hospital's new Carney Diabetes Care unit, slated for opening in 2010. In addition, the hospital's Diabetes Education Program affords physicians the opportunity for their patients to achieve diabetes management on a consistent basis that is standardized, patient-oriented and meets clinical guidelines set forth by the American Diabetes Association. The program will offer the patient continual access to an experienced clinician who coordinates diabetes care, implements clinical management and promotes patient education. The American Diabetes Association clinical guidelines will serve as the guide for the purpose of improving health outcomes for the diabetes population. Patient outcomes will be tracked with a computerized system.

2. Reconfigure ambulatory care to meet the needs of our diverse populations.

The construction that provides expanded offerings of services is a key component to future of the hospital. This provides a new entrance and improvements to grounds of the medical office building.

3. Continue to provide enhanced imaging services to the community.

The addition of MRI and PET/CT scanning on campus ensures that the community's imaging needs are being met. In addition, the hospital is now offering Breast MRI and digital mammography.

4. Health Education and Screenings

We will continue to provide a series of lectures and screenings to address serious health issues within our community, especially for at-risk populations, and provide an avenue for early detection of diseases.

5. Legislative Breakfast

The hospital will host a legislative breakfast as it does each year, in order to inform and educate our legislative leaders about health care concerns in our neighborhood. The breakfast sessions provide Carney an opportunity to share concerns regarding the health, social and support needs of our community and the legislators' constituents.

6. Health Care, Education, and Screenings for Seniors

Given that Dorchester has the largest population of seniors in Boston, programs that provide them with basic health care and the opportunity to socialize while receiving health education are critical. The hospital will continue its flu vaccine outreach to seniors and will also periodically offer "Healthy Aging" lectures on topics of interest like osteoporosis and arthritis.

7. Hepatitis B and the Vietnamese Population

The gastroenterology practice at Carney Hospital provides comprehensive care for a full range of gastrointestinal conditions, including Hepatitis C. Hepatitis C is common in Southeast Asian populations. Since Dorchester's community is growing, the hospital is seeing many more Vietnamese individuals with Hepatitis B. Therefore, the gastroenterology practice will continue to grow to accommodate those patients.

8. Projected Outcomes

We anticipate that our community benefits programming will help us achieve the goal of improving the health and well being of individuals and families in our community. Activities are implemented with the support of hospital administration and our Trustees (particularly those who serve on the Community Benefits Advisory Committee established in February 2009), physicians, and staff in cooperation with the community to ensure effectiveness. The outcomes are expected to be the achievements of the short-term objectives and the preliminary development of the long-term objectives identified in Section V.



VIII. Community Benefits Expenditures for FY 2009

Community Benefits Programs

Direct Expenses	\$886,117
Associated Expenses	0
Determination of Need Expenditures.....	0
Employee Volunteerism	\$154,368
Other leveraged Resources	0

Community Service Programs

Direct Expenses	\$93,980
Associated Expenses	0
Determination of Need Expenditures.....	0
Employee Volunteerism	0
Other leveraged Resources	0
Net Charity Care for FY 09:.....	\$551,509
Total Expenditures for FY2009	\$1,685,974

Total Patient Care-related expenses for 2009

..... **\$107,320,101**

Additional Considerations

The major challenges facing Carney Hospital are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society. In FY 2009, Carney Hospital incurred \$4,341,141 in unreimbursed costs for Medicaid and \$829,434 in bad debt.

IX. Contact Information

If you would like more information or additional copies of this report, please contact:

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Good Samaritan Medical Center

A CARITAS FAMILY HOSPITAL



Our Community Benefits Report

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I. Mission and Values

Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

Compassion
Accountability
Respect
Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. It is our way of offering service that makes us different. Our identity as a Catholic health care system is reflected in who we are and how we act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion and making concrete efforts to work for the dignity of every person.

II. Overview Good Samaritan Medical Center

Our Commitment to the Community

Good Samaritan Medical Center (GSMC) has a long history of collaborating with local partners to provide necessary services and programs to the residents of our community. We pride ourselves in the work that we do to plan, deliver and measure community benefits that are delivered in response to the health needs of target populations.

The Medical Center is committed to:

- Improving the overall health of people in our community.
- Providing accessible, high quality care services to those in our community.
- Working in collaboration with staff, providers and community representatives to improve health status.
- Identifying and prioritizing unmet needs and selecting those that can most effectively be addressed with available resources.
- Contributing to the well-being of our community through outreach efforts including, but not limited to, reducing barriers to access, preventative health education, screening, and wellness programs.
- Regularly evaluating our community benefits program.

Approved by the Good Samaritan Medical Center Board of Trustees.

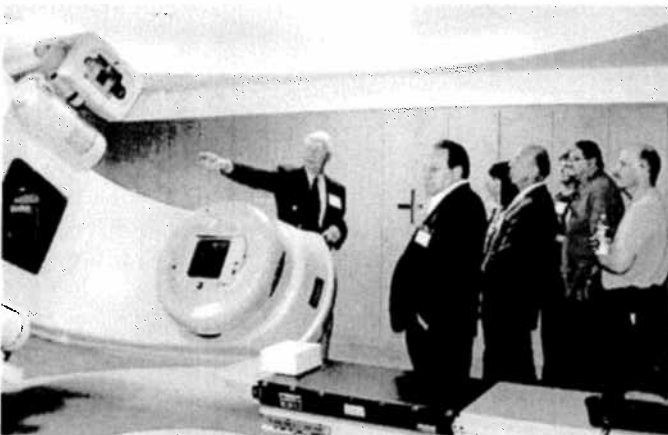
Good Samaritan At a Glance

Good Samaritan Medical Center's primary service area consists of: Brockton, Easton, Norton, Stoughton, Sharon, Canton, Avon, Holbrook, Randolph, Whitman, Abington, Rockland, Hanson, Halifax, East Bridgewater, Bridgewater, West Bridgewater, Raynham, Taunton, Berkley, Middleboro, and Lakeville.

Employees:	1,800
Total Medical Staff:	450
Registered Nurses:	484
Total discharges:	15,692
Total number of beds:	231

Key services

- Comprehensive Cancer Program
- A full range of cardiology services including primary angioplasty, cardiac rehabilitation and elective angioplasty as part of the Mass Comm Trial
- Specialized care in surgery including the Goddard Campus SurgiCenter
- Family-centered obstetrics with Special Care Level II Nursery and a partnership with Children's Hospital Boston Physicians for neonatology
- Behavioral Health
- Occupational Health
- Pain management
- Substance abuse (Caritas NORCAP Lodge)
- Nationally accredited diabetes program
- Advanced diagnostic imaging including 64-slice CT scanner



Awards, Recognitions and Certifications

- Good Samaritan has received the Gold Seal of Approval from the Joint Commission on Accreditation of Health Care Organizations for meeting all of its national standards for health care quality and safety, and we have the highest rating possible for a community hospital cancer program from the American College of Surgeons Commission on Cancer. 2006-present
- Good Samaritan Medical Center was recognized in the 2008 Hospital Value Index™ by Data Advantage, LLC as the #13 ranked among the 100 Best Value Hospitals (highest rank of US hospitals regardless of location). Fall, 2008

- In 2008, GSMC was recognized by the American College of Surgeons Commission on Cancer as a "Best Practice" for a Clinical Cancer Conference policy. We also received a Three-Year Approval with Commendation for our comprehensive cancer care program from the Commission on Cancer.
- Good Samaritan Medical Center also has received numerous other awards including a Massachusetts Hospital Association Trustee Excellence in Leadership award, recognition by the Mass DPH for two Breastfeeding Achievement Awards, accreditation renewal for our cardiovascular laboratory, and numerous recognitions for our Community Outreach and Interpreter Services Department.

III. Community Benefits Program Development

In response to the Massachusetts Attorney General's revised Community Benefits guidelines, Good Samaritan Medical Center established in FY 2009 two committees that formalize the annual Community Benefits plan.

The Community Benefits Hospital Leadership team consists of the president and senior administrators who oversee critical patient care services. The Community Benefits Advisory Group is comprised of representatives from local health and human services agencies, and other community stakeholders.

A formal community health needs assessment was completed in June 2009. The results will be used to establish community benefits priorities and planning for the next three years, beginning in FY 2010.

For its FY 2009 Community Benefits plan, Good Samaritan Medical Center rigorously reviewed information from a number of sources. These resources include, but are not limited to:

- City and statewide demographic information including short and long-term projections
- Immigrant populations health data
- Area agency health studies

IV. 2009 Target Initiatives

After reviewing the most up-to-date available data, existing community resources, and current health trends, the following populations were identified as priorities for FY 2009:

- Linguistic and Cultural Minorities
- Uninsured and Underinsured Individuals
- Women Seeking Prenatal Care
- Seniors

Programs and Services for Linguistic Minorities

The City of Brockton, home to a diverse ethnic and racial population, continues to attract a number of new residents from other nations whose primary language is not English. Access to health care services is a great concern for non-English speaking people and is an important public health issue.

In addition to language/cultural diversity, Brockton experiences income and poverty pressures:

- The per capita income in Brockton is \$17,163
- 15% of the population lives below 100% of poverty level
- 33% of Brockton residents live below 200% of the federal poverty level
- Nearly 16% of the population is Medicaid recipients
- Income levels in Brockton are lower than Massachusetts' averages and the rates of people living in poverty are approximately one and a half times the state's averages.

To respond to the needs of linguistic minorities, Good Samaritan Medical Center was one of the first community hospitals in the Commonwealth of Massachusetts to establish a comprehensive, 24-hour per day Interpreter Services Department which provides visual, written and oral communication with all persons receiving treatment regardless of native language or form of impairment. The program has been in place since 1993 and has received numerous local, state and national awards for its innovative services.

The medical center devotes the resources necessary to provide economic and philosophical support to ensure that the Interpreter Services program is effective. Access to interpreters is widely publicized throughout the facility through signage and brochures in many languages. The availability of interpreter services is communicated in the community through collaborative outreach activities. The program is

advertised in other languages. Key documents such as the patient handbook and many patient education materials are also published in alternative languages.

The medical center annually assesses the community's language needs. The most recent community health needs assessment utilized statistical data available through MassCHIP and the U.S. Census. Demographic data is captured from all patients upon admission to the medical center. Clinical staff has been trained to assess the need for an interpreter. This service is available throughout the hospital as well.

The hospital community outreach educators and interpreters take the lead to ensure that the families' total health care needs are met. They often enroll people in health plans available to meet their circumstances. In FY 2009, Community Outreach and Interpreter Services (COIS) provided case management and enrollment assistance to **more than 2,300 people** in the Commonwealth Care, MassHealth and Health Safety Net programs. These do not include the numbers for enrollment done by the Financial Counseling department. Other issues are also handled on the spot or referred to the most appropriate people. Because of the high incidence of non-English speaking people in the community, and the likelihood that without properly interpreting patients will fail to keep appointments or comply with physician's orders, the medical center provides medical interpreters in physicians' offices upon a patient's request and at no cost to the patient or physician. In the last year, we assisted **more than 1,700 patients** by providing them with this service.

The Community Outreach and Interpreter Services staff also conducts many community outreach activities, ranging from distributing door-to-door information on the availability of health services, to attendance at cultural festivals, health fairs, and civic events where their patients congregate. In addition, numerous translations are done for local community agencies at no cost to facilitate communication with LEP patients.

Cultural Competency Education is an essential component in providing care to a very diverse patient population. Good Samaritan Medical Center knows that lack of understanding and awareness of cultural differences and beliefs can create barriers for both patients and providers to achieve optimal quality care.

Programs and Services for the Uninsured and Underinsured

According to Area Health Education Center's 2005 community need assessment, lack of health insurance coverage or inadequate coverage was identified as a major barrier to accessing health care in the GSMC service area. Despite the introduction of the Commonwealth of MA's Health Care Reform act, certain vulnerable populations such as the un-documented, remain uninsured or underinsured.

Good Samaritan Medical Center continues to provide the following steps to increase access to care for the underinsured and uninsured by:

- Linking people to primary care and prenatal care
- Working to increase insurance coverage
- Case Management of individuals and families
- Community Outreach to provide information about free or low cost insurance programs
- Enrollment of individuals and/or families into appropriate medical insurance programs
- Public Service Announcements to the English and linguistic communities on radio and cable programs about Health Care Reform insurance products

In 2009, Good Samaritan Medical Center's team of multilingual financial counselors was able to **submit 3,940 Virtual Gateway applications** and Re-determination applications. Counselors also assisted patients to gain a better understanding of the Medicare Part D programs. Additionally, counselors were instrumental in filing applications for Prescription Advantage, for the unemployed and Disability Determination Applications on behalf of numerous individuals.

In conjunction with the above efforts to ensure health care coverage for all, staff continues to assist with filing several hundred re-determination applications annually in order to avoid termination of benefits and a lapse in access to much needed health care services.

We have been working diligently with the Aliens With Special Status population to ensure continuous care with their primary care physicians. **We assisted over 250 people in FY 2009.**

Programs and Services for Women Seeking Prenatal Care

Our Services for the Youngest Members of Our Community

Good Samaritan Medical Center's national award winning Community Outreach and Interpreter Services Department utilizes bilingual and bicultural community outreach educators to teach women about the importance of obtaining appropriate prenatal care. Since the program's inception in 1997, hundreds of women have been able to obtain access to insurance, primary care, and culturally and linguistically appropriate prenatal care.

The COIS Department provides community outreach to a very diverse patient population with staff that are both bilingual and bicultural. In addition, the COIS staff:

- screen uninsured and underinsured women for eligible insurance programs,
- assist them in making appointments with physicians,
- coordinate referrals to appropriate services and
- upon patient's request, provide interpreters at physician office visits to ensure the continuity and understanding of treatment.



Maternity Services Personalized Plans of Care

Our Center for Women and Children Obstetrical Services offers personalized and individualized care for every patient. An Obstetrical Patient Advocate — a childbirth concierge — coordinates the labor and delivery experience for every mother-to-be and her family. Our Family Preference Plan lets patients customize their labor and make decisions about important issues such as pain control, visitors, religious, cultural, and educational needs.

Ninety percent of our patients are delivered by their own doctor or midwife and we consistently score in the top 5 percent nationwide for patient satisfaction.

The Center for Women and Children Obstetrical Services at Good Samaritan Medical Center also offers Labor/Delivery/Recovery rooms, a Level II Special Care Nursery that is affiliated with Children's Hospital Boston, anesthesiology and pain management consultations, high-risk pregnancy consultations, maternal/fetal medicine specialists, prenatal testing including ultrasound, amniocentesis and chorionic villus sampling, patient education courses and support groups. The clinical OB team at Good Samaritan Medical Center includes experienced physicians, nurse midwives and registered nurses.

We are especially attentive to non-English speaking patients, demonstrating sensitivity to cultural and linguistic diversity and guaranteeing that all patients receive the same highly personalized birth experience. Since 20% of our OB patients speak Spanish, Portuguese or Haitian-Creole, trained medical interpreters in these languages are available in the hospital twenty-four hours a day, seven days a week.

The lactation services at Good Samaritan Medical Center include:

- Prenatal breastfeeding classes and support
- Postpartum breastfeeding education and support
- Special Care Nursery education and support
- Telephone consultations
- Outpatient mother and baby lactation consultations
- Collaboration with community WIC offices
- Breast pump arrangement assistance

Patient Education and Support

An important part of our personalized patient experience is education and support before and after childbirth. The hospital's 75-page childbirth book, "Congratulations, You're Having a Baby" is given to each patient and is published in English, Spanish, Portuguese, and Haitian-Creole. Our DVD for new parents on "What Do We Do Now?" is a 90-minute video that answers common questions and demonstrates all aspects of newborn care. This DVD is produced in English, Spanish, Portuguese, and Haitian-Creole.

The medical center also offers a wide range of free patient education courses and support groups including:

- prepared and refresher prepared childbirth,
- teen prepared childbirth,
- breastfeeding, sibling and parenting multiples classes,
- infant CPR and first aid,
- infant massage,
- Mommy & Me as well as breastfeeding support and mother groups.

Daddy Boot Camp for New Dads

Good Samaritan Medical Center is a licensed site with a trained certified instructor to host the innovative and powerful workshop, Daddy Boot Camp for New Dads. Boot Camp workshops feature veteran dads talking frankly about their experiences as they became fathers and the issues they found to be most important. Each new group of veterans adds its own insights, which keeps the course content fresh and focused on the real needs of new fathers.

The veteran fathers, with their babies on their laps, are very effective in communicating the opportunities and rewards of personally caring for, and connecting with, their children. Their expectations that each man will do their best for their children is implicit in everything they say and do, and their frank explanations of the realities they faced and their encouragement create a trusting and motivating environment. Men respond to a challenge from other men, as well as to the guidance of those with experience, and the best traditions of sports and the military are represented in Boot Camp's man-to-man training approach.



Infant Car Seats

In adherence with Massachusetts state law, GSMC provides infant car seats free of cost to new mothers who otherwise would not be able to afford it. **In FY 2009, 17 infant car seats were provided** to mothers at no cost. In addition, education is provided on the Massachusetts state law governing infant car seats. Instruction on use of the car seat is given in a booklet, and interpreter services also will assist with interpreting the proper use of the car seat if the situation warrants.

Annual Baby Shower

An annual baby shower is organized by the OB Patient Advocate with the help of Social Services, Interpreter Services and volunteers. The Baby Shower benefits mothers who have limited support and income. All employees in the hospital are invited to participate by bringing in new baby items and gifts. **In FY 2009, we provided 24 mothers with these gifts.**

Knacky Knitters

The Knacky Knitters Program was developed to provide each baby born at Good Samaritan Medical Center the gift of a hand-made cap and blanket. The program offers volunteers and members of the community the opportunity to knit for our new mothers and their babies. Since its initial inception, the program has expanded to include afghans for adult patients, primarily in the Adult Behavioral Health Unit and knitted goods for our oncology patients.

Wee Care Program

GSMC has implemented a program to help to alleviate children and families from the stress of the wait times that may occur in the Emergency Department. In February, 2009, the Volunteer and Guest Services Department received a small donation of teddy bears from a department store. This initial donation has grown to over 60 cases of stuffed animals and books to young patients and their siblings.

We believe that providing these families with a book, coloring book and crayons, or stuffed animal during this time will make their experience at the hospital just a little more "bearable."

Programs and Services for Our Seniors

Senior Behavioral Health

Good Samaritan Medical Center offers inpatient psychiatric treatment programs. The Senior Behavioral Medicine Unit is a 16-bed psychiatric unit for individuals over the age of 59. The unit services patients who have difficulty dealing with depression, anxiety, forgetfulness, confusion, as well as other changes that affect their daily life. Many suffer from the devastating effects of Alzheimer's disease.

In 2009, 494 patients from various Massachusetts counties were admitted to this unit. These patients come from a variety of settings; including nursing homes, group homes, assisted living, private homes, and other hospitals. In 2009, GSMC expanded both the number of providers on staff and additional insurance providers to allow access to a greater number of seniors in need. A multi-disciplinary team of psychiatrists, physician assistants, social workers, occupational therapists, dieticians, pharmacists, and nurses are involved in each patient's care.

Clinicians and staff from the Behavioral Health unit often participate in health fairs and community educational programs in the greater Brockton area. In addition, the Behavioral Health department sponsors several educational forums for clinicians and the community on current topics in mental health, with a concentration on the elderly population.



Senior Suppers

Good Samaritan Medical Center invites adults age 60+ for a monthly senior supper. At a cost of \$4 per person, seniors receive a well-balanced meal between the hours of 3:00 pm - 4:30 pm. The event provides a caring atmosphere and socialization for those who attend.

The monthly Senior Suppers are advertised through mailings, the distribution of flyers in Brockton and surrounding communities with the assistance of the Council on Aging and the Brockton Housing Authority, newspaper calendar notices, and the hospital web site.

In addition to the meals, the senior suppers are an effective vehicle for providing monthly educational programs by our physicians, health professionals, and community-based speakers. The format of these programs include: discussion, handouts, and a question and answer period for our participants. The senior supper programs are always well attended. All suppers are staffed by hospital volunteers.



Senior Supper Activities - 2009

Month/Date	Speaker	Topic	# of Attendees
10/21/2008	Donna Shecrallah, Director of Volunteers	Volunteering Opportunities at GSMC	105
11/18/2008	Patricia Webster, BSN, RN, WCC, Program Director; Lynn Bosse, RN, Clinical Coordinator	Good Samaritan Opens a New Wound Care Center	102
12/16/2008	South Shore Senior Chorus	Holiday Sing-a-long	84
1/20/2009	Leslie Brunson, OTR/L, Director of Rehab; LeeAnn Cerretani, LCSW, M.Ed., Clinical Liaison from Southeast Rehabilitation in Easton	Fall Prevention	80
2/17/2009	Dan Parkinson, P.T., MBA, Director of Clinical Services at Braintree Rehabilitation Hospital	Stroke Prevention	65
3/17/2009	Jodi Morin, GSMC Endo	Colon Cancer & A Healthy Diet	100
4/21/2009	Dr. Stephen Brown	Radiation Therapy in Comprehensive Cancer Care	95
5/19/2009	GSMC Staff Screener	Stroke Screening for AHA with BP	135
6/16/2009	Maureen Thompson	Home Care and Staying Independent	141
7/21/2009	Timothy Cruz, D.A. of Plymouth County	ID Theft & Fraud	134
8/18/2009	Donna Shecrallah, Director of Volunteers	Summer Safety	110
9/15/2009	Lisa Harris	Senior Health Options	88

V. Support Services and Programs at the Medical Center

Food Pantry and Clothing Closet

GSMC also has identified a way to meet the needs of those patients and community members who are in need of food and clothing. The Mission and Values Committee established a Food Pantry and Clothing Closet conveniently located in the medical center. It is available to anyone who states they have a need. To date, we have assisted several hundred families. Approximately \$10,000 in food and clothing is distributed annually. **In 2009, 288 families were assisted with food and clothing.**

Spiritual Care

An important part of GSMC's mission is to nurture the spiritual care of our employees, patients and visitors. To support our mission, the following services were offered in 2009:

- Daily Mass held in the hospital chapel with many people from the external community attending every day. Approximately 200 people attend on Saturday at 4:00 p.m. and 125 attend on Sunday at 8:30 a.m. Weekday Mass has about 20 people in attendance.
- A Memorial Mass for families of patients who have died at GSMC is held monthly with an invitation/announcement sent out to each family. About 30 patients die at GSMC every month. The announcement is sent out to non-Catholic families with the option of excluding their loved one's name if this is not according to their wishes or faith tradition.
- An Inter-Faith Memorial Service is held in the spring for parents who have suffered a death of a child. Labor and Delivery Unit and Social Services staffs coordinate the program.
- Funeral Masses or services also are held by priest, minister, or rabbi for former patients of various faith traditions.
- A "PoorBox" Fund is available for patients, employees and volunteers who find themselves in a particular need. Money has been given to help with funerals, food orders, clothing, prescriptions, bus and train travel, and for food at Thanksgiving, Christmas and Easter.
- Some of the chaplains conduct a "Pie In The Sky" program, which sells pies at Thanksgiving time. Pies are donated by a bakery, but the entire selling price of \$25 is put into a Community Fund to feed local families. In 2009, over \$1,000 was raised.

Transportation

Good Samaritan Medical Center assists patients unable to provide their own transportation with rides to and from the hospital and outpatient centers. **Over \$55,000 was expended on taxi vouchers for patients without transportation in 2009.**

Volunteer Services

This past year has been one of tremendous growth for the Volunteer and Guest Services Department both in the number of volunteers and in the scope of service. The department continues to recruit for and support four campuses: Good Samaritan Medical Center, Goddard Medical Center, Occupational Health in Avon, and Norcap Lodge in Foxboro.

In 2009, the combined campuses benefited from 300 volunteers donating more than 41,000 hours of service.



Volunteers range in age from 14-92 and offer assistance in the gift shop, information desk, emergency room reception area, guest services, as greeters and in over 40 other service areas throughout the medical center. High school students – “junior volunteers” – also gain valuable experience volunteering their time as well as getting direct insight into the medical field.

Good Samaritan Medical Center serves as a site for Brockton High School students as well as students from MyTurn Inc.

Paid internships were provided for 6 students during 2009.

VI. Education for The Community

Good Samaritan Medical Center prides itself on the vast educational offerings for the general public and medical professionals.

Medical Library

The Good Samaritan Medical Center library is a member of regional and national library networks developed by the Massachusetts Board of Library Commissioners and the National Library of Medicine. The networks facilitate the flow of information by linking all libraries together regardless of types.

The library is open to the medical staff, all employees, students, and the general public. The public is welcome to visit the library and may make appointments with the librarian for help with research or for instruction on the use of health-related databases. While community members may not remove materials from the library, photocopiers are available for everyone's use. A part-time librarian is available to assist with medical research and information, including patients, families, and students

Community Cancer Education

Responding to the need for locally provided cancer care, Good Samaritan Medical Center offers a multidisciplinary, full range of services for the prevention, diagnosis, treatment, rehabilitation, and follow-up of cancer. These services are available on-site and in cooperation with other area facilities.

Good Samaritan Medical Center is accredited by the American College of Surgeons Commission on Cancer as a Community Hospital Comprehensive Cancer Program. Cancer program activities are overseen by a Cancer Care Committee and include weekly Oncology Conferences, a Cancer Registry, a Quality Management Program, and a Community Outreach Program that is actively involved in improving the health of our local community.

The Pathology Department is accredited by the College of American Pathologists (CAP) and is an integral component of the cancer program. This distinction recognizes that our cancer patients receive the highest quality care.

The following programs and services were provided by GSMC cancer center staff during FY 2009:

Millie Moynihan Cancer Resource Center

The Millie Moynihan Cancer Resource Center is located in the Radiation Oncology Center at 818 Oak Street. It provides a quiet place where patients, family and friends can research a disease, its diagnoses, the latest treatments, alternative therapies and support groups through books, pamphlets and high-speed internet access.

Community Education Programs on Cancer Topics

In addition to the ongoing medical education that is provided for physicians, nurses and allied health professionals, a series of educational programs on various cancer-related topics has been created for the community. The format for these programs, created in 2009, includes presentations by physicians from various medical specialties, along with other health professionals and community members who have experience with the topic. The programs are interactive and include a question and answer segment. **In 2009, 88 community members attended these programs.**

Reach a Friend, Teach a Friend

GSMC has worked in collaboration with the American Cancer Society, Massachusetts Department of Public Health (DPH), Brockton Hospital, the Brockton Neighborhood Health Center, and several faith-based organizations to train health care staff and liaisons from the local churches to become breast cancer educators. This concept has been adapted in order to offer several educational forums on breast health to adults who speak English as second language.

Ninety women participated in this program during 2009.

Brockton Prostate Cancer Work Group

GSMC continues to work collaboratively with other local community agencies, health care providers, and the Massachusetts Department of Public Health to increase awareness about prostate cancer and the need for early detection. The Work Group originally formed in 2006 to address health disparity issues, specifically concerning prostate cancer, among men living in the Brockton area.

Free Prostate Cancer Screening

Prostate cancer screening has been recommended for men over age 50, or younger, if there is a family history of prostate cancer or for African American men who are at a higher risk for this disease. Annually, no cost physical examinations by urologists and prostate-specific antigen (PSA) laboratory tests are offered to men in the community. **Thirty-four free screenings were provided during 2009.**

Free Skin Cancer Screening

Skin cancer is one of the most preventable types of cancer. At least once a year, a person should have a clinical skin exam, either by their usual provider or by a dermatologist. A clinical skin exam is a visual exam of the skin done by a trained healthcare professional. While this isn't a problem for those with excellent health insurance plans, there are many people who do not have health insurance or whose insurance won't cover such a visit. **GSMC provided 61 free screenings during 2009.**

Free Head and Neck Cancer Screening

According to the American Cancer Society, this year more than 87,560 people in the U.S. will be diagnosed with cancers of the head and neck. When these cancers are detected early, the average survival rate is more than 90 percent. In 2009, a collaborative effort with the physicians from ENT Specialists, Inc. was initiated to educate members of our local community about head and neck cancer and to provide screenings at no cost. **GSMC provided 49 free screenings during 2009.**

Cancer Survivor's Day

GSMC hosted a luncheon with educational presentations on survivorship issues and nutrition. **Forty-three cancer survivors and their supporters attended.**

American Cancer Society "I Can Cope Program"

The following programs were led by the GSMC dietician who is a certified "I Can Cope" program facilitator:

- Assisted in the Cancer Support group with 8 participants.
- Speaker at the Cancer Survivor's Day luncheon with 43 participants.
- Four "I Can Cope" sessions. with several participants.

Diabetes and Outpatient Nutrition Education

Outpatient Diabetes Services

At Good Samaritan Medical Center, the Diabetes Care Program provides comprehensive education and support for participants and their families. From diet and exercise information to medication and glucose monitoring, the hospital's specially trained health professionals partner with participants to help them learn to self-manage their diabetes and decrease the risk of future complications. Diabetes educational books have been translated into Portuguese, Spanish and Haitian Creole to meet the linguistic needs of the diverse community.

The Outpatient Caritas Diabetes Program, located at the Old Colony YMCA in Stoughton, provides individuals with strategies for successful diabetes management; empowering patients to control diabetes with proper medical management and lifestyle strategies.

In 2009, the Outpatient Nutrition Education and Diabetes Education departments were merged to provide consistent services to patients and the community, and to expand services to provide health education on good nutrition, controlling cholesterol, weight, high blood pressure and gastrointestinal disorders. In addition, the department supports the cancer care services at the hospital to educate patients to maintain adequate nutrition status prior, during and after treatment for cancer.

The Caritas Diabetes Care and Nutrition Education programs sponsored several forums on diabetes and nutrition in FY 2009. Including:

Brockton Adult Education

A series of lectures were held at the Brockton Adult Education. Participants were taught the signs and symptoms of diabetes, prevention and preventing complications. There were eight different classes over a course of two days.

Approximately 250 adults participated.

Caffrey Towers Presentation

A GSMC staff member went to Caffrey Towers in Brockton to provide a lecture to approximately **50 seniors about diabetes**. Healthy eating, the benefit of exercise, prevention of complications, and self monitoring of blood glucose were discussed.

Old Colony YMCA

During FY 2009, GSMC staff members worked collaboratively with the Old Colony YMCA staff to provide YMCA members with information on proper weight loss and healthy nutrition. The information was disseminated at the YMCA open house, during fitness group meetings and the senior lunch held at the facility.

Smoking Cessation Education

Three series of smoking cessation programs were offered in FY 2009. The programs consisted of six, one-hour sessions. A total of eight people participated in these programs.

In addition, GSMC Occupational Health Services conducted a two-hour smoking cessation session for eight patients as part of a pilot study with our partner Well Spring Inc. using a combination of acupuncture and hypnosis.

CPR Classes

GSMC offered American Heart Association classes for CPR, Adult and Pediatric First Aid, and the use of Automatic External Defibrillation (AED).

- 42 community members participated in the Family and Friends CPR for all ages.
- 126 community members (approx 80%) and employees participated in CPR and AED.
- 43 community members participated in First Aid classes
- 9 community members participated in the Initial Health-Care Provider CPR.

- 256 community members (approx 10%) and employees participated in HealthCare Provider CPR retraining classes.

In addition to class instruction, GSMC staff also monitor CPR instructors in the community to renew instructor certification for the AHA and monitor training sites.

Educating Paramedics

Good Samaritan Medical Center participates in the education of paramedic students through an affiliation agreement with three local educational programs. **The students each spend a total of 240 hours over a period of three-four months** developing skills in assessment, technical skills of intervention (drug administration, IV therapy, cardiac monitoring, electrical therapy and intubation) and reassessment in the GSMC Emergency Department, Critical Care Units and Labor and Delivery. GSMC staff provides supervision and mentorship.

During 2009, four orientations were held for the paramedic students. Eight students attended each training.

A total of 32 students completed their clinical experience and became eligible to proceed to field internships with local fire departments and EMS services after training at the GSMC facility.

Continuing Medical Education (CME)

GSMC offered a total of **227.4 hours of credit, consisting of 140 courses**, for continuing medical education in 2009. These offerings were open to the public.

Keeping Employees Healthy At Work

GSMC offers a wide variety of services to employers in the community to foster healthy living.

Activities for 2009 include:

- Influenza education regarding seasonal as well as H1N1 flu awareness and prevention was transmitted to 300 companies in the southeastern Massachusetts region. Companies were instructed to distribute materials to employees.
- Meningitis awareness and prevention materials distributed to area colleges and universities.
- Dr. Robert P. Naparstek, Medical Director at Good Samaritan Occupational Health, is a member of Massachusetts Medical Society. He is a chair on the Committee on Occupational and Environmental Health.

In his position, he is instrumental in assisting to formulate and review public policies that impact citizens of the Commonwealth. Dr. Naparstek extends his time for this position at no charge.

- Dr. Robert Naparstek wrote an article on the topic of pollution and how it impacts everyone. The article, "Reduce Air Pollution Live Longer," was distributed via major news wire outlets to educate the public about potential harm to the environment and what we as citizens can do to minimize pollution. The article appeared in various publications in over 100 communities in MA.
- Dr. Robert Naparstek appeared on *Physician Focus*, a monthly half-hour educational talk show, to discuss environmental health issues. *Physician Focus* brings important information about medical subjects to people and patients of all ages throughout Massachusetts. It is produced specifically for public access television stations. *Physician Focus* is co-produced by the Massachusetts Medical Society. The program is distributed to 164 Massachusetts public access television stations, reaching some 230 communities and an estimated 1.8 million cable households. The Medical Society distributes the programs to public access stations as a public service.
- The GSMC Occupational Health Department **provided a blood pressure screening and disseminated accompanying educational literature to 300 employees** of IKEA, located in Stoughton, MA.

VII. Other Programs for The Community

Caritas NORCAP Lodge

Caritas NORCAP Lodge, associated with Good Samaritan Medical Center, has a tradition of excellence in the treatment of addictions. The facility is located in Foxboro on spacious grounds.

Drug and alcohol addiction is a somewhat complex, but treatable brain disease. It is characterized by compulsive drug craving, seeking, and use that persist even in the face of numerous adverse consequences. For many, drug and alcohol addiction becomes chronic, with relapses possible even after long periods of abstinence. In fact, relapse to drug abuse occurs at rates similar to those for other well-characterized, chronic medical illnesses such as diabetes, hypertension, and asthma. As a chronic, recurring illness, addiction may require repeated treatments to increase the intervals between relapses and diminish their intensity,

until abstinence is achieved. Through treatment tailored to individual needs, people with drug addiction can recover and lead productive lives. The team at NORCAP Lodge is focused on providing patients with the very best medical treatment and addressing their questions and concerns.

As well as providing a medical detox, counseling and aftercare arrangements for its patients, NORCAP is also committed to continued participation in the community.

NORCAP plays a key role with hospitals, physician practices, mental health agencies, public advocacy groups, universities and the Massachusetts justice system. Through educational in-service programs, participation in health fairs and community service coalitions, and providing support to public policy issues when appropriate, NORCAP remains a beacon of inspiration and hope for those who both seek and assist in the quest for recovery.

Over the last year, NORCAP Lodge has provided over 15 educational in-service meetings with area treatment professionals, and participated in more than 14 community efforts to increase the awareness of addiction recovery.

Support Groups

The medical center offers classes and support groups in the following areas:

- Bereavement
- Diabetes
- Prenatal Breastfeeding
- Breastfeeding Support and Mothering Group
- Mommy and Me
- Infant Loss
- Health Care professionals in Recovery Support
- Daddy Boot Camp
- Overeaters Anonymous
- Alcoholic Anonymous Group
- Al-Anon
- Cancer
- Childbirth Education in English and other languages
- CPR Classes
- Refresher Birth Classes
- Parenting Multiples
- Smoking Cessation
- Natural Family Planning
- Separated or Divorced Support Group
- Yoga
- Financial Counseling

Medical interpreters are available should the need arise for those LEP patients wishing to participate in these classes and support groups. The medical center offers its facilities to a wide array of community health groups who provide self-help and education programs. We publicize these support groups on our website and in our Good Health Update community magazine, which is mailed three times a year to approximately 60,000 households in 22 metro south communities, as well as in local daily and weekly newspaper calendar listings throughout the southeastern Massachusetts region.

Caritas DoctorFinder

The Caritas DoctorFinder, operated by Caritas Christi, is a physician referral program, and provides referrals and appointments to physicians at Good Samaritan Medical Center and in the community. **In FY 2009, there were more than 2,000 contacts logged** with DoctorFinder from people seeking physicians and registering for community programs. There is no cost to callers or to physicians affiliated with Caritas DoctorFinder. Referrals are made to physicians based on the needs and/or preferences indicated by the caller. This may include specialty, office location, insurance accepted, language requirements, gender, race, and other variables important to the individual caller. Information about this free service is proactively distributed to new area residents and is available on the hospital's website. The office is currently staffed Monday through Friday 8 am – 5 pm, with after-hours coverage through an answering service, and serves as the first point of contact for many consumers into the Caritas system.

To help limited English speaking residents in our surrounding communities find health care professionals who best serve their needs, Caritas DoctorFinder was established to enable patients, via phone or Internet, to identify health care providers who are fluent in languages other than English for their care. In 2009, Caritas DoctorFinder implemented an automated phone answering service in five languages other than English (Russian, Spanish, Portuguese, Haitian Creole, and Vietnamese) to provide greater ease of use and access to Good Samaritan primary care physicians and specialists.

FY 2009 Summary

- Total consumer contacts – 2,086
- Appointments scheduled on patient behalf – 88
- Referrals (shared info on affiliated MD) - 735

- Registrations made for GSMC sponsored community events – 1,614
- Requests received for literature on hospital programs - 131

Community Events registered include:

- Senior Suppers
- Community Health Presentations
- Skin CA Screening

United Way Fund Collaboration

Now in its 22nd year, this collaborative program was established to provide direct support to community-based agencies that provide cancer prevention, education, and outreach services to low-income, underserved, at-risk communities.

Compassionate Care Fund

One of the most stressful issues for patients is the worry related to finances. Our social work department and case managers provide referrals to available social services programs and government assisted services but there are times when a temporary emergency requires immediate and prompt personal attention. GSMC established the Compassionate Care Fund to address these types of situations.

The purpose of the Compassionate Care Fund is to aid patients of Good Samaritan Medical Center who have a pre-determined emergent need. It provides a means to help patients who are having a difficult time and is consistent with living out our mission and core values. The Good Samaritan Compassionate Care Fund grants emergency aid to patients. This fund may assist with food, medications, medical supplies, durable medical equipment, or any other emergent need deemed appropriate by the Compassionate Care Committee. The Compassionate Care Fund Committee is interdisciplinary and comprised at a minimum of representatives from the departments of Community Outreach, Spiritual Care, Social Work, Financial Counseling and the Patient Advocate. Referrals for assistance may come from any area within the medical center.

Vouchers are given to the patients for use for prescriptions, supplements, non-durable medical equipment and other direct patient needs. In FY 2009, more than \$6,500 was expended to meet the needs for the individuals and families served. This represents an increase over FY 2008. We feel

utilization of the Compassionate Care Fund will increase in the future due to the economic hardships many people in the community continue to face.

Safety Saturday and Country Fair

Safety Saturday, a main component of Good Samaritan Medical Center's annual Country Fair, brings together a variety of community education and resource programs that can teach children and parents how to live healthy lives and prevent injuries and accidents. Over 30 exhibitors from the community representing a wide variety of family and children's services and resources educate visitors on issues ranging from fire and electrical safety to domestic violence prevention.

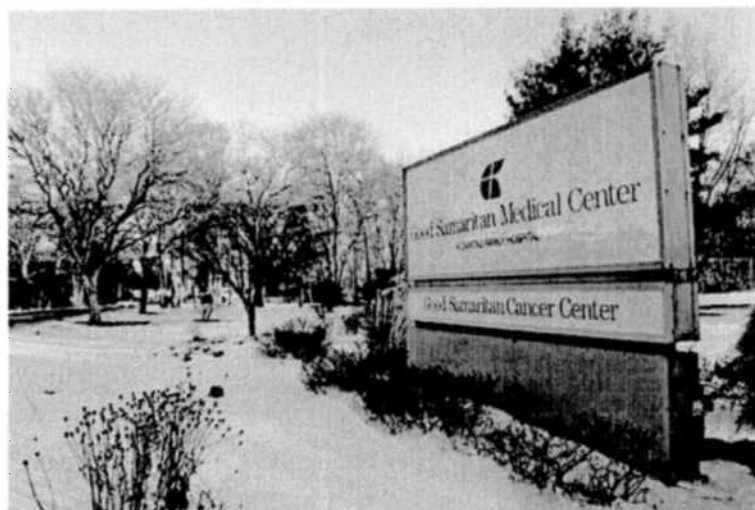
In FY 2009, the medical center hosted the 20th Annual event. A day of family fun, the Country Fair & Safety Saturday is free and is sponsored by a volunteer group of employees and physicians called "The Endowment Committee." Examples of Safety Saturday exhibits include the Caritas Home Care Services, Plymouth County Sheriff's Department's children identification program, BAMSI's Wraparound Family Services Division, American Cancer Society skin cancer safety information, Brockton Police Department drug education and domestic violence prevention programs, Brockton Fire Department's Freddie the Robot Fire Truck to help dramatize the importance of fire safety for children.

Cable Television and Radio

Good Samaritan Medical Center is committed to providing culturally and linguistically appropriate health information to our community. As part of this commitment, we have utilized broadcast and cable media to reach out to the community.

Dr. Karim Malek, Chief of the Division of Oncology/Hematology, tapes a program, *Medical Minutes*, that airs weekly on Bridgewater Cable Access television. Topics include a variety of information on cancer, including cancer prevention, nutrition during cancer, and specific shows on skin cancer, breast cancer, ovarian cancer, prostate cancer, colorectal cancer, lung cancer, and end of life care.

Bridgewater Cable Access reaches an audience of approximately 15,000 households.



During 2008, Dr. G. Stephen Brown, Chief of the Division of Radiation Oncology, made several appearances on WXBR AM 1460 to educate the public about the newly opened Radiation Oncology Center and the capabilities of our cancer treatment programs at the new facility. In September 2009, coverage also included a live remote by WXBR from our community open house at the new Radiation Oncology Center featuring interviews with staff from the medical center and Radiation Oncology Center.

Good Samaritan Medical Center also has provided guests to WEZE AM 590 for its weekly Saturday morning program, "Talking About Health." Topics include:

- The award-winning Interpreter Services program at Good Samaritan
- The community resource day that was spearheaded to provide assistance and support to members of the Brockton community
- Sleep Health and the symptoms of sleep apnea, along with treatments available.
- Good Samaritan Occupational Health Services Medical Director Dr. Robert Naparstek also appeared to discuss smoking cessation and wellness.
- Dr. Ryan Frankel was also a guest for a show dedicated to kidney health and the latest in laparoscopic surgical treatments that are available to some patients.

VIII. Community Partnerships

Brockton Area Multi Services, Inc.

The Brockton Area Multi Services, Inc. (BAMSI) Helpline is an information, referral and advocacy service in the greater Brockton community which provides a unique array of education and advocacy programs. The Good Samaritan Medical Center is a founding sponsor of this 35-year-old program. Substantive support is provided each year as part of the Community Benefits program.

The medical center values the BAMSI Helpline as an important local stopgap resource for people with a wide range of complex social and economic needs. Brockton has the highest number of housing units in foreclosure in the state. A total of 34,794 housing units (including apartments) are in some stage of foreclosure. This represents 2,900 properties.

The program has been innovative in its ability to educate and inform callers and to provide direct referrals to a wide number of agencies and government agencies. The director of Helpline is also one of the members on the GSMC Community Benefits Advisory Committee.

Helpline statistics for FY 2009 include:

- 2,258 intakes for the Information, Referral, Advocacy Program.
- Calls came from 116 Zip Codes.
- 75% of the calls came from Brockton and the contiguous towns.
- 67% of the calls were for basic needs.
- 30% were for housing issues.
- 10% were for utility assistance.
- Provided \$201,615 for food, housing costs, utility assistance, oil heat, medication, and transportation to medical appointments.
- People called the Helpline in need of resources for 8,798 issues.
- 47% of the calls (1,067) to Helpline were referred by 185 agencies/organizations in both the public and private sector.
- The top 12 organizations who referred calls to Helpline were:

Agency/ Organization	Number of Referrals	Number of Referrals
	FY 09	FY 08
Self-Help, Inc.	105	92
Utility Companies	104	94
BAMSI Programs	90	99
Mass211	67	63
MA Department of Transitional Assistance	65	76
United Way	62	65
Churches/Temples	54	45
Housing Related Groups	48	
Mayor's Office	47	54
Hospitals	45	34
Catholic Charities South	44	48
Salvation Army	37	30

Trinity Catholic Academy

The Good Samaritan Community Benefits program has enabled Trinity Catholic Academy Brockton to employ a full time registered nurse to **fulfill the health and safety needs of 500 students from Brockton and 10 surrounding communities.**

The school worked in conjunction with the hospital to obtain a covering physician and approval for standing orders such as Tylenol, Benadryl and epi-pens. All necessary supplies including bandaids, ice packs, masks, gloves and medicines have been provided by Good Samaritan.

In addition, GSMC has worked with the school with education on peanut and other food allergies and the H1N1 flu. The hospital also provided staff training in CPR/AED.

Brockton Neighborhood Health Center (BNHC)

Through a Community Benefits funding partnership with the BNHC, resources are allocated to assist a target population in the Brockton community – uninsured patients. This program helps secure specialty services that are not available at BNHC to ensure patients have access to a continuum of care. Funds also are used for the OB/Gynecology patient to help with transportation, education and other items to ensure healthy pregnancies and deliveries.

American Heart Association Programs – Resuscitation Education

Good Samaritan Medical Center is a Community Training Center offering educational programs utilizing the American Heart Association standards. These programs are offered for employees, physicians and community professional health-care workers (Nurses, Physicians, EMT's and Paramedics)

- Advanced Cardiac Life Support (ACLS) – according to the AHA the ACLS course is designed for healthcare providers who either direct or participate in the resuscitation of a patient, whether in or out of the hospital. Good Samaritan Medical Center offered 10 certification courses and 10 recertification courses during this past year. This course focuses on adult resuscitation techniques.
- Pediatric Advance Life Support (PALS) - according to the AHA the PALS course is designed for healthcare providers who either direct or participate in the resuscitation of a patient, whether in or out of the hospital. Good Samaritan Medical Center offered 2 certification courses and 2 recertification courses during this past year. This course focuses on pediatric resuscitation techniques.

Workforce Development

Through collaborative efforts between GSMC, Brockton Public Schools and the Brockton Area Workforce Investment Board; Good Samaritan Medical Center serves as a site for Brockton High School students as well as students from Brockton Public Schools Afternoon Academy. We were able to provide paid internships for 6 students during FY 2009.

Good Samaritan has School of Nursing Clinical Affiliation Agreements with the following Nursing Schools:

- Brockton Public Schools Afternoon Academy (High School Interns)
- Blue Hills Regional License Practical Nurse Program (LPN)
- Curry College Undergraduate Nursing Program (BSN)
- Curry College Graduate Nursing Program (MSN)
- Harmony Health Licensure Practical Nursing Program (LPN)
- Laboure College Undergraduate Nursing Program (AD)
- Laboure College Undergraduate Nursing Program (BSN)
- Massachusetts General Institute of Health Professions Graduate Nursing Program (MSN)
- Massasoit Community College Undergraduate Program (AD)
- Massachusetts College of Pharmacy – Pharmacy Interns
- Northeastern University Graduate Nursing Program (MSN)
- Regis College Graduate Nursing Program (MSN)
- Southeastern Technical Institute License Practical Nursing Program (LPN)
- Southeastern Regional Technical Institute – High School Nursing Assistant Program (CNA)
- Tri-County Licensed Practical Nurse Program (LPN)
- University of Massachusetts Boston Undergraduate Nursing Program (BSN)
- University of Massachusetts Boston Graduate Nursing Program (MSN)
- University of Massachusetts Dartmouth Undergraduate Nursing Program (BSN)
- University of Massachusetts Dartmouth Graduate Nursing Program (MSN)
- Yale University Graduate Nursing Program (MSN)

Clinical Training Setting for Nursing Students

- Good Samaritan provided on-site training for 490 students including preparation, implementation and record keeping of student and instructor competencies **totaling 145 hours**.
- GSMC offered new instructor training by the Education Department Team **totaling 160 hours**.

Students from the following schools were precepted by Good Samaritan Medical Center Nursing Staff

- Brockton Public Schools Afternoon Academy (High School Interns) **totaling 1280 hours**
- Curry College Graduate Nursing Program (MSN) **totaling 100 hours**
- Massachusetts General Institute of Health Professions Graduate Nursing Program (MSN) **totaling 100 hours**
- Northeastern University Graduate Nursing Program (MSN) **totaling 200 hours**
- Regis College Graduate Nursing Program (MSN) **totaling 100 hours**
- University of Massachusetts Boston Undergraduate Nursing Program (BSN) **totaling 736 hours**
- University of Massachusetts Boston Graduate Nursing Program (MSN) **totaling 294 hours**
- University of Massachusetts Dartmouth Graduate Nursing Program (MSN) **totaling 240 hours**

Our Staff in the Community

Through a vibrant "Ambassador Program," Good Samaritan Medical Center puts community members in greater contact with hospital leadership at all levels. Approximately 125 Good Samaritan employees are members of the Ambassador Program which connects employees with community organizations to collaboratively address local public health needs. Examples of ways we partner with organizations include health fairs, free screenings, demonstrations, and lectures attended by clinicians and other experts in such areas as prostate, head and neck, breast and skin cancer; diabetes; women's health; asthma; smoking; geriatrics; pain; nutrition; bone and joint medicine; sleep disorders; and domestic violence, to list a few. Where necessary, interpreters were provided as part of these programs.

In FY 2009, Good Samaritan Ambassador's contributed 568 hours of service.

The visible presence of the Ambassador Program allows the medical center to obtain valuable feedback, continually assess changing needs and health priorities and remain an integral resource for the community. The following list is a sample of the organizations in which we serve:

- Mayor's Higher Education Collaborative
- Brockton Area Workforce Investment Board Strategic Planning Meetings
- Brockton Public Schools Vocational Advisory Committee
- Advisory Board for the Nurse Education Program at Massasoit Community College
- Lincoln Technical Institute Scholarship Selection Panel
- American Heart Association
- Brockton Asthma Coalition
- BOLD Coalition, STARR DETOX, Fall River, MA
- Brockton Community Partnerships
- Habit Opco
- Norfolk Senior Center, Norfolk, MA
- POWER Coalition
- RI/MA EAP Conference, Woburn, MA
- Atlantic Clubhouse, Quincy MA
- Metro South Chamber of Commerce
- Stoughton Chamber of Commerce



IX. Next Steps in our Commitment to the Community

Based on the Good Samaritan Medical Center's 2009 Community Health Needs Assessment Report, the FY 2010 Community Benefits plan will center chiefly on cardiovascular disease and diabetes. The hospital plans to meet specific goals with of the Community Benefits Advisory Committee, the Community Benefits Hospital Leadership Team, Board members, hospital administration, staff, and community organizations.

X. Community Benefits Expenditures for FY 2009

Community Benefits Programs

Direct Expenses:	\$821,969
Associated Expenses:	\$15,248
Determination of Need Expenditures:.....	0
Employee Volunteerism:	\$27,432
Other Leveraged Resources:	0
Approved program budget:	\$195,304

Community Service Programs*

Direct Expenses:	\$540,392
Associated Expenses:	\$10,000
Determination of Need Expenditures:.....	0
Employee Volunteerism:	0
Other Leveraged Resources:	0

Net Charity Care FY 09:	\$1,204,493
Corporate sponsorship:	\$20,498
FY 2009 TOTAL:	\$2,640,033

Total Patient Care-Related Expenses for FY 2009:
..... **\$171,761,537**

Additional Considerations

The major challenges facing Good Samaritan Medical Center are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society. In FY 2009, Good Samaritan incurred a total of \$4,791,859 in unreimbursed costs, including \$3,357,716 in unreimbursed Medicare services, \$344,152 in unreimbursed Medicaid services, and \$1,089,991 in bad debt.

XI. Contact Information

Community Benefits Advisory Committee

Elaine Reiser, Director, Brockton Area Helpline
Fred Stanton, Brockton Housing Authority
Donna Sullivan, RN, Director Mission Services, St. Josephs Manor
Kelli O'Brien McKinnon, Director of Development, Trinity Catholic Academy
Lucille Cassis, Director of Resource Development, Fr. Bill's & Mainspring
Leo McNeil, Harbor One, SVP, Community Relations & CRA
Monique Aleman, V.P. Development, Communications & Marketing - GSMC
Robert Short, Director of Mission - GSMC

Community Benefits Leadership Team

Steven R. Gordon, President, GSMC
Donna Rubinate, Chief Operating Officer, GSMC
Robert Short, Director of Mission, GSMC
Rosanne Baptista, Director of Quality, GSMC
Margaret Carr, Interim Director of Development, GSMC
Father Rick Visbisky, Director of Spiritual Care, GSMC
Kelley Lennon, Accounting Manager, GSMC
Laurie Raymond, RN, Patient Care Director Emergency Care, GSMC
Amanda Voysey, Patient Advocate, GSMC
Patricia McClean, Social Worker, GSMC
Dr. Shah Hossain, Chief Neonatology, GSMC
Monique Aleman, V.P. Development, Communications & Marketing, GSMC
Karen Kennedy, V.P. Community Benefits, CCHC
Donna Shecrallah, Director Volunteer Services, GSMC
Tom Watts, Director Human Resources, GSMC
James Berghelli, Director Clinical Integration, GSMC

Interim Community Benefits Manager

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Good Samaritan Medical Center

A CARITAS FAMILY HOSPITAL

235 N. Pearl Street • Brockton, MA 02301

www.CaritasGoodSam.org

Holy Family Hospital

A CARITAS FAMILY HOSPITAL



St. Joseph's Episcopal Church

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I. Overview

Holy Family Hospital, in Methuen, MA, is a 254-bed community hospital serving people in 20 communities throughout the Merrimack Valley and southern New Hampshire, including Methuen, Lawrence, Andover, North Andover, Haverhill, MA, and Salem, NH. The hospital is the City of Methuen's largest employer.

Holy Family, a not-for-profit Catholic hospital, is a member of Caritas Christi Health Care, New England's largest community-based hospital network providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire and Rhode Island.

For 60 years, Holy Family Hospital has offered advanced medical care. Maternity/obstetrics, heart care, cancer care, orthopedics, women's health, a family safety program, sleep disorder care, pain management, and emergency treatment are among the hospital's key services.

Holy Family's William L. Lane Cancer Center received the 2009 Outstanding Achievement Award from the Commission on Cancer (CoC) of the American College of Surgeons. The center is one of only two in Massachusetts to receive the award in 2009. Our Regional Center for Orthopedic Care is a "Blue Distinction® Center" nationally recognized by BlueCross BlueShield Association as #1 for bone and joint care in the region; and our birthing center ranks in the top 10 percent nationwide for patient satisfaction. In addition, the hospital offers state-of-the-art sleep disorder diagnostic and treatment options, and one of only three domestic violence-intervention programs in the state.

At the heart of Holy Family's care are more than 1,500 employees who are committed to Caritas' Catholic mission.

Our Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Our Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

- Compassion
- Accountability
- Respect
- Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. It is our way of offering service that makes us different. Our identity as a Catholic health care system is reflected in who we are and how we act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion, and making concrete efforts to work for the dignity of every person.

Together, we have the remarkable opportunity and responsibility to care for the families of the Merrimack Valley and southern New Hampshire area and beyond. Achieving quality, service and access, one patient at a time, is not difficult when C.A.R.E is close to our hearts.

II. Community Benefits Statement of Purpose

Holy Family Hospital is committed to:

- Improving the overall health status of people in our community.
- Providing accessible, high quality care and services to all those in our community, regardless of their ability to pay.
- Working in collaboration with staff, providers and community representatives to improve the area's health status.
- Identifying and prioritizing unmet needs and selecting those that can most effectively be addressed with available resources.
- Contributing to the well-being of our community through outreach efforts including, but not limited to, reducing barriers to accessing health care, preventative health education, screening, and wellness programs.
- Regularly evaluating our community benefits program.

III. Community Health Needs Assessment

Process and Participants

To identify community health needs and trends, the hospital works closely with the president, administrators of critical clinical services, and non-clinical services including, but not limited to, Interpreter Services, Social Services, Financial Counseling, Mission, Spiritual Care, the Family Safety Project on domestic violence and abuse programs, and many community health and human service organizations.

Information Sources

In the spring, 2009, Holy Family Hospital conducted a community health needs assessment for Andover, North Andover, Haverhill, Methuen, and Lawrence. (Unfortunately, there was no information for Salem, NH because information was retrieved from Massachusetts public data only.)



The information was compiled into a report for review by the newly formed Community Benefits Advisory Committee and the Community Benefits Hospital Leadership Committee. The needs assessment was used to create a Community Benefits plan for FY 2010.

Planning for the FY 2009 Community Benefits plan was based on data compiled between 2005 and 2008.

The hospital analyzed its primary service area cities and towns in detail. The hospital also reviewed town-specific information by disease category, including analyses of the correlation of age and socio-economic factors with disease incidence. Out-migration to Boston and other communities also was reviewed.

Health needs assessment sources include, but are not limited to, the Department of Public Health (DPH), Department of Mental Health, local Boards of Health, local senior centers, Elder Services of the Merrimack Valley, Lawrence Mayor's Health Task Force, American Diabetes Association, American Cancer Society, and local chambers of commerce. In addition, quality benchmarking and trend data from state and national sources; and Press Ganey patient satisfaction surveys were reviewed. Special studies such as the DPH Northeast Regional Health Indicators Report (2007), and research on Racial and Ethnic Health Disparities were incorporated in planning.

Physicians and hospital staff help to track trends such as a closure of a local community service or increasing need. Public Relations staff members review local newspapers and agency newsletters to monitor the pulse of the local community.

Summary of Assessment Findings

Based on the data reviewed, the Merrimack Valley health status picture shows that the incidence of several health problems is higher than the state average. Risk behavior data shows local respondents are more likely than statewide respondents to be overweight and lacking in exercise.

According to the 2007 Northeast Regional Health Status Indicators report, people in the Northeast Region have a higher heart disease mortality rate, and a higher incidence of lung and colorectal cancers as compared to the state-wide population. Older residents are more likely to smoke than a comparable statewide population, and lung cancer rates in our region are higher among all racial and ethnic groups than the state rate.

The 2008 Community Health Status Report for Essex County, Massachusetts also indicates a higher incidence of lung and colorectal cancer. Heart disease and cancer are among the leading causes of death in Essex County, specifically among individuals 45 and older (though as early as age 25),

and across ethnicities. In addition, more than 70% of the population is at risk for premature death resulting from lack of good nutrition. Other risk factors include lack of exercise, high blood pressure, obesity, smoking, and diabetes.

The demographic and economic compositions of the cities and towns in the service area vary greatly and are the leading indicators of the community's health status. Lawrence, with a population of 72,000, has 24% of its residents living in poverty. The population is largely Hispanic (nearly 70%) and more than 64% speak a language other than English at home. The unemployment rate is 17%.

Poor living conditions due to the aging of housing in the city can contribute to health problems, such as asthma. According to the 2005 state Behavioral Risk Factor Survey, Hispanics across the state are more likely to report their health as fair or poor – at 1.8 times the state level.

For Lawrence residents, the rate of admissions for cocaine and for injected heroin use is 90% higher than the state average. Hospitalization rates are high for children under age five with asthma. Almost all of the health status indicators fare poorly when compared with other Massachusetts cities and towns.

Methuen, population 44,000, is a middle-income city with a per capita income slightly below the state average. Methuen, however, has a high percentage (15.4%) of seniors over the age of 65, a group that tends to require significantly more health services than the overall population.

Haverhill, population 60,000, is a middle-income city with primarily Caucasian residents (86%). In 2007-2008, its average household income and poverty level statistics mirrored those of the state's population.

Salem, NH, with a population of 29,000, is also a middle-income town. Its 2007-2008 health and social indicators are similar to those of Methuen. Other smaller towns that comprise the Greater Salem area, and which are dependent on Holy Family Hospital for much of their acute care needs, are more affluent and have issues similar to those noted for Andover and North Andover.

Andover, population 32,000, and North Andover, population 28,000, have favorable health and social indicators compared to the state. The one glaring exception is the high rate of cardiovascular disease.

Racial and Ethnic Disparities

The 2005 State Report on Racial and Ethnic Disparities by the Massachusetts Executive Office of Health and Human Services shows that the diabetes mortality rate among Hispanics is higher than in other parts of the state and more than double the rate for Caucasians and Asians. According to that same report, as of 2005, the race and ethnicity group most likely to lack health insurance was Hispanics (24% compared to 9% of all Massachusetts residents).

Establishing Priorities

A comprehensive review of the information available shows that several issues cause, and contribute to, the health issues identified by the needs assessment.

In an effort to address these issues and improve the health of our community, Holy Family focused its FY 2009 Community Benefits plan on education, prevention and detection for the following priorities:

- Cardiovascular Disease/Heart Health
- Cancer Care (breast, prostate, lung, head and neck)
- Diabetes Prevention and Management
- Mental Health

In addition, the hospital continues to focus on improving access to quality health care for all people. Towards this end, the hospital is involved in connecting patients and other community residents to adequate insurance under the Commonwealth Care program per the Massachusetts health care reform law.

A noteworthy consideration in establishing priorities is Holy Family Hospital's 47-bed inpatient behavioral health unit, one of the only resources of its kind in the area. In addition, the hospital offers an award-winning intervention program for domestic violence victims. These resources uniquely position Holy Family to address critical mental health issues in our community.

IV. Management of Community Benefits Program and Community Participation

Management Structure

The Community Benefits Program is accountable to the Holy Family Hospital President and Chief Executive Officer and the Caritas Christi Vice President of Community Benefits.

Through August, 2009, Holy Family Hospital's Director of Public Relations supervised the Community Benefits program. In September, 2009, the function was placed under the direction of the hospital's new community benefits manager.

Staff members at all levels of the organization are involved in the provision of community benefits.

The hospital has an Ambassador Program made up of close to 100 clinical and non-clinical staff members, who help carry out the hospital's mission and community benefits activities. With a more visible, active presence in the community, senior leadership, physicians, nurses and staff are in a better position to share information about existing resources and programs, and identify and respond to additional needs.

Communication

The annual Community Benefits report is distributed to the Board of Trustees and hospital leaders and made available on the hospital web site. Information about the hospital's community benefits program and activities is shared with employees, physicians and volunteers via internal communications (newsletters, email updates, employee forums, etc.).

Program activities are regularly covered with photos and articles in Holy Family's monthly employee newsletters, quarterly community newsletters, on our web site, and at presentations to employees, managers and the Board of Trustees. Information on our community benefits services is always available upon request.

V. Community Benefits Plan and Target Populations

Choice of Target Populations

Community benefits activities take place within our primary service area with the bulk of our work being carried out in Lawrence, Methuen, Haverhill, and Salem, NH.

In FY 2009, our outreach efforts focused on combating disease and risk factors among target populations, including:

- Elderly citizens
- Poor and lower income (under insured or uninsured residents)
- Hispanics

Short-Term and Long-Range Goals

Short-Term Goals:

1) Reducing the incidence of specific health problems through education, prevention, support programs, and advocacy

- Continue to provide access to free cancer screenings, including head and neck, skin, and prostate
- Increase awareness and understanding of risk factors for heart disease and encourage heart healthy behavior modifications
- Offer local emergency preparedness and trauma prevention
- Reduce smoking
- Combate diabetes/obesity
- Address mental health needs of the community



• Increasing access to care for the uninsured and underinsured:

- Provide a connection for our community primary care and prenatal care providers
- Act as a critical link to connect people in need to the state health insurance programs
- Increase cultural competence among providers

Long-Range Goals:

Holy Family Hospital is fully committed to carrying out our mission to serve the poor, the at-risk and the underserved.

Carry out the hospital's public health mission to respond to area needs.

- Improve the health status of the Merrimack Valley by identifying and addressing specific health care needs via education, prevention, support and advocacy
- Support healthcare reform efforts state-wide, particularly for the vulnerable and underserved
- Deliver programs at a grassroots level through schools, senior centers, businesses, community organizations, and agencies to touch more lives and improve the overall health of the Merrimack Valley
- Strengthen relationships with community organizations and businesses, including their involvement in health needs assessments for their employees
- Continually track health status indicators in the communities we serve and develop programs, services and education in response to their changing healthcare needs

Process for Evaluating Program Effectiveness and Measuring Outcomes

The hospital reviews and updates its Community Benefits program each year in conjunction with the strategic planning process and the annual budgeting process.

The process for reviewing, evaluating and updating the plan is ongoing using anecdotal and statistical information to determine the effectiveness of the programs offered. The majority of programs is monitored by usage rates and attendance. Public health statistics are used to identify topics consistent with unmet needs.

These might include, but are not limited to, reductions in the incident of specific diseases or cancers, decreases in heart disease or diabetes mortality rates, increases in the number of Hispanic and other minorities served in a culturally

competent environment, and improvements in other health status indicators measured by outside sources such as the DPH over time.

Feedback is invited from all parties involved across all levels of the organization. Recommendations are then provided to the appropriate committees and senior management, and modifications are made to the program annually. Beginning in FY 2010, a formal evaluation form will be used to determine each program's effectiveness.

Process and Considerations for Determining Budget

The hospital allocates an annual budget based on programming objectives in this report. It has a centralized Community Benefits cost center to record ongoing expenditures. These figures are used to compile the financial benefit to our community for this Annual Report.

In addition, the hospital has been fortunate to receive a \$20,000 grant from the Rogers Foundation during FY 2008. These funds were applied during FY 2009 to supplement and expand community benefits efforts.

VI. Community Benefits and Services

About 300 recorded hours of employee time – or nearly two months of 40-hour work weeks – were devoted to community benefits and community services in FY 2009.

Close to 100 Holy Family Hospital employees are members of the hospital's Ambassador Program. Chaired by the Communications Manager throughout FY 2009, the Ambassador Program seeks to connect community members with health professionals at all levels of Holy Family Hospital to collaboratively address local public health needs.

Holy Family appropriately meets community needs by identifying individuals to carry out a variety of activities, such as offering free screenings and lectures, offering information and services at health fairs, serving on local community boards, and more.

See the Appendix, Section A for area organizations involving Ambassadors.

In FY 2009, Holy Family Hospital Ambassadors were active at approximately 60 events in area communities. Events included health fairs, free screenings, demonstrations, and lectures attended by clinicians and other experts in such areas as prostate, head and neck, breast and skin cancer; diabetes; women's health; asthma; smoking; geriatrics; pain; nutrition; bone and joint medicine; sleep disorders; and domestic violence, to list a few.

In total, approximately 5,000 area residents attended these activities. Thousands more listened to radio broadcasts on health topics featuring Holy Family clinicians. Some events and broadcasts were conducted in Spanish, while interpreters for Spanish and other languages were on hand for many events. See the Appendix, Section B for a listing highlighting FY 2009 activities.

Key Areas of Community Work

Blood Drives

In collaboration with the American Red Cross, the hospital held two blood drives on October 10 and December 19, 2008.

Cancer Screenings: Prostate, Skin, Head and Neck

Annual screenings for each of these cancers are offered free of charge to patients who may be at risk.

Interpreters are available for all screenings.

- Prostate Screening – 9/17/09: 31 individuals screened
- Head and Neck Screening – 4/27/09, 4/30/09, and 5/1/09: 43 individuals screened
- Skin Screening – 5/12/09: 37 individuals screened

State Senator Steven Baddour and Methuen Mayor William Manzi III joined patients, their families and community members at Holy Family Hospital on June 5, 2009 for National Survivor's Day to honor patients and community members who survived cancer. A motivational speaker addressed the gathering, where lunch, raffle prizes, and gardening seeds were offered. Several physicians and clinical staff were on hand to greet and speak one-on-one with survivors.

Look Good...Feel Better Program

Holy Family hosts this program, which is facilitated by the American Cancer Society. Six sessions were held in FY 2009. Any woman undergoing chemotherapy or radiation therapy is invited to meet with a cosmetic aesthetician for a make-over. Each woman receives a free make-up kit, valued at \$300. Beverages and refreshments are provided.

This program was also offered at the Lawrence Mayor's Health Task Force Women's Wellness and Safety event held in October, 2008, serving more than 60 women in Lawrence. Education regarding ACS services is also provided at these events.

Cancer Resource Center

The Cancer Resource Center provides patients, family and friends information on this disease, its diagnoses, the latest treatments, alternative therapies and support groups through books, pamphlets, informational DVDs, and more.

Caritas Doctor Finder

The Caritas Doctor Finder, operated by Caritas Christi, is a physician referral program that connects the community to physicians at Holy Family Hospital. There is no cost to callers or to physicians affiliated with Caritas Doctor Finder. Referrals are made to physicians based on the needs and/or preferences indicated by the caller. This may include specialty, office location, insurance accepted, language requirements, gender, race, and other variables important to the individual caller. Information about this free service is available on the hospital's web site. The office is currently staffed Monday





through Friday, 8 a.m.– 5 p.m., with after-hours coverage through an answering service, and serves as the first point of contact for many consumers into the Caritas system.

Caritas Home Care

Caritas Home Care provides comprehensive home health care services to homebound people of all ages. We utilize a care management team of nurses, social workers, certified home health aides and physical, occupational and speech therapists to provide care in the home. We provide disease management for conditions such as congestive heart failure, diabetes, and chronic obstructive pulmonary disease. In addition to skilled clinician visits, our home health aides provide assistance with personal care and activities of daily living.

Our teams develop a comprehensive and multidisciplinary patient focused plan of care which addresses the needs of patients and their families. Our goal is to transition patients to independent living. Interpretive services are available to provide optimal care to patients who do not speak English. Our service area is eastern Massachusetts and southern New Hampshire.

Classes

Holy Family offers a number of classes available to the public. Individuals may register to participate. Most classes are free, while others have a nominal fee. The hospital does not make money on classes with a nominal fee, which covers the cost, or some of the cost, associated with running the class.

• Childbirth Education (modest fee)

- Lamaze
- Childbirth Education
- Baby Care Basics
- Breastfeeding
- Sibling Preparation
- CPR for Friends and Family

• Family Education

- Responsible Fatherhood Program (fee-based)
- Family and Friends CPR (fee-based)
- Children Who Witness Domestic Violence (free)
- Batterer Intervention Program (fee-based)
- Kick the Habit: Quit Smoking Program (\$25 deposit returned at completion)

Diabetes Care

A number of diabetes-focused health efforts serve to educate the public on the risks of diabetes. Prevention, detection and treatment are important to reversing the growth of this disease. Throughout the year, dedicated staff from our Diabetes Care Program participates in community events and offer free lectures and presentations to the public. Staff also serve on the Lawrence Diabetes Coalition.

Activities in FY 2009 included:

- Diabetes discussion with employees – Shaw's Warehouse health fair, Methuen (10/2/2008)
- Methuen Senior Center screening (11/5/2008)
- Diabetes health fair (11/08/2008)
- Diabetes support group (12/11/2008)
- Diabetes support group (1/29/2009)
- Diabetes support group – Methuen Adult Learning Center (3/24/2009 and 3/31/2009)
- Diabetes support group (3/26/2009)
- Fiesta de Salud, sponsored by Lawrence Diabetes Coalition, (5/2/2009)
- Diabetes support group (6/04/2009)
- Diabetes support group in Spanish (7/23/2009)
- Diabetes and Home Care lecture (9/24/2009)

Family Safety Project

Holy Family Hospital's Family Safety Project responds to the crisis of domestic/family abuse through a six component, pro-active intervention that seeks to provide safety for victims of domestic violence. Community collaboration, training and education, prevention and outreach, and perpetrator intervention comprise the program. The following is a brief overview of the services offered.

1) Batterers' Intervention Program

In FY 2009, this program provided service to approximately 220 men. This DPH-certified program provides educational intervention to men who are, or have been, violent/abusive in intimate relationships. Our main objective is the safety of the partners/ex-partners of the men in our program. Currently, we operate 16 groups per week in six different locations throughout northeastern Massachusetts. We offer daytime and evening groups, as well as groups in Spanish.

2) Batterers' Intervention Certification Training

Holy Family Hospital is one of four state sites that are currently designated by the DPH as a Certification Training Facility. This designation enables us to conduct certification trainings for agencies, for individuals who wish to work within an existing certified batterer intervention program, or for those who are interested in domestic violence theory and intervention. Our certification training is a minimum of 24 hours and is conducted over three days. It is a collaborative effort involving experts from the fields of law enforcement, prosecution, probation, victim services, and batterer intervention. We offer CEU credits for social workers, and licensed mental health counselors. To date, we have trained hundreds of individuals including police officers, health care workers, protective service workers, probation officers, advocates for battered women, attorneys, clinicians in private practice, etc.

3) Children Who Witness Domestic Violence Programs

In FY 2009 these programs provided group services to 130 children, and individual treatment to more than 100 children and families.

The Family Safety Project has been awarded Federal funding by the U.S. Department of Justice, ("Victim's of Crime Act 1984" and the "Violence Against Women Act"), as well as the Massachusetts Department of Children and Families, to provide both group and individual clinical services to children ages 3 to 17, who have witnessed violence in the home. Our main goal is to provide a safe, therapeutic environment to counteract the negative effects of witnessing domestic violence. We also hope to identify and decrease symptoms associated with exposure to violence in the home, as well as to provide support and advocacy for children affected by parental violence. We offer comprehensive assessment and family consultation services, as well services for non-offending parents and caretakers. Groups utilize supportive, educational and therapeutic techniques, as well as role modeling, discussions and presentations. Services are available for children residing in the Greater Lawrence area and are provided free of charge.

4) Consultation, Education, Outreach Staff

Members of the Family Safety Project consult with a number of local and state agencies including, the Massachusetts Department of Children and Families, the Massachusetts Probation Department, and the Massachusetts Department of Public Health. The staff has provided training/consultation on domestic violence issues to a variety individuals and agencies on both local and national levels. The Family Safety Project was one of the founding members of the award-winning Greater Newburyport High Risk Domestic Violence Response Team. This is a collaborative effort between law enforcement, victim services and batterer intervention to increase victim safety by enhancing perpetrator monitoring and accountability.

5) Responsible Fatherhood Program

The Family Safety Project has established an education program for custodial and non-custodial fathers who wish to develop better parenting skills by learning the characteristics of responsible fathering. Weekly discussion groups are based on a foundation of victim safety and cover issues such as appropriate discipline and limit setting, child development, abusive relationships, and their effects on children, etc. All program services are provided free of charge through funding provided by the Massachusetts Department of Children and Families.

6) Victim Services Program

Through funding awarded by the 1984 "Victims of Crime Act" grant, the Family Safety Project offers consultation, intervention, advocacy, and referral services to victims of domestic/family violence who present for treatment at Holy Family Hospital. We also provide the same confidential advocacy services to hospital employees impacted by abuse in the home. Additionally, we provide training, consultation, and education to hospital staff to help better identify, assess and intervene with patients affected by domestic/family violence.

The following are highlights of FY 2009 community trainings and activities related to domestic violence prevention:

- Community Trainings Related to Domestic Violence Prevention.
- Training of volunteer staff of Alternative House (Lowell) on dynamics of abuse and methods of intervention (1/13/2009)
- Conducted a mother's group sponsored by Lawrence District Court Probation Department (2/26/2009)

- Training to Pro-Bono attorneys and mental health counselors on domestic violence and batterer intervention in Newburyport (3/20/2009)
- Training to MA Probation Department on batterer intervention and risk assessment tools and methods (3/26/2009)
- Training to members of Newburyport District Court on domestic violence, batterer intervention and risk assessment (4/2/2009)
- Conducted a DPH-certified Batterer Intervention program
- Certification Training in Lawrence (4/3-10-17/2009)
- North Essex Community College lecture on family violence and its impact on children in Lawrence (4/9/2009)
- Training to Southern NH Visitation Center on profile of batterers and methods of intervention (7/17/2009)
- Training to Board of Directors of Jeanne Geiger Crisis Center, Newburyport on batterer intervention and men who batter (9/21/2009)
- Training of volunteer staff of HAWC, Salem MA, on dynamics of abuse and methods of intervention (9/22/2009)
- Lecture to Greater Lawrence Exchange Club on family violence and its impact on children (9/24/2009)

The Family Safety Project operates under the direction of Doug Gaudette (978) 989-0607 ext. 12.

Elder Abuse Hotline

The Massachusetts Elder Abuse Hotline is a 24-hour program that serves people 60 and older throughout the entire state. The Hotline takes reports of abuse (physical, emotional/verbal, sexual, financial exploitation, caretaker neglect and self-neglect), assesses risk, and screens the cases to determine the appropriate course of action. The Hotline staff accesses emergency protective service workers across the state. In addition to taking reports of abuse and neglect, the Hotline serves as an information and referral source for calls that do not fall under the protective services jurisdiction. For FY 2009, the Hotline handled 28,875 incoming/outgoing calls and took in 3,773 reports.

Health and Wellness demonstrations and information

- **Women's Health Fair**, Rockingham Mall, Salem NH – information on all aspects of women's health (10/08/2008)
- **Bone & Joint health**, Rockingham Mall, Salem, NH – information on exercise, healthy bones and joints for adults and seniors (10/08/2008)

- **Women's Radio Talk Show – Suicide Prevention** (Spanish) (1/28/2009)

- **Teddy Bear Clinic**, Rockingham Mall, Salem, N.H. - offered to hundreds of families and children using teddy bears as a way of discussing asthma and diabetes issues, care and prevention (2/21/2009)

- **Substance Abuse lecture** at New Balance Co., Lawrence (5/5/2009)

- **New Balance Health Fair**, Lawrence (5/12/2009)

Insurance

Among vulnerable populations in our service area, those who are underinsured and uninsured are most at risk. This problem is compounded by the economic downturn, rapidly growing unemployment and home foreclosures. With the rising costs of gas and food, more and more of an individual's income is applied to basic living necessities such as food and shelter. This is exacerbated by the fact that income is not keeping up with inflation. As a result, health insurance is less of a priority and patients are not seeking necessary treatment because they cannot afford it. With this in mind, and with the passage of health care reform law in 2006, Holy Family continues to focus on enrollment and referral services for the underinsured and uninsured.

In FY 2009, 1,818 free care applications for Massachusetts patients were completed and 84% converted. For New Hampshire patients, 80 applications for free care were completed with a 19% conversion rate.

Senior Supper

Holy Family Hospital invites adults age 60 and older for a monthly senior supper. On average, 100 seniors attend each month. For \$5.00 per person, each senior receives a well-balanced meal and enjoys a special guest presenter or entertainment, between 3:30 p.m.- 5:30 p.m. The event provides a caring atmosphere, health education and socialization for those who attend. Calendar notices are published in local newspapers and the program is offered on the Holy Family website. Those who wish to attend may contact us on a designated telephone reservation line at 1-800-488-5959.

Senior Events

- **Methuen Senior Center – Kidney Screening** (11/5/2008)
- **Salem, NH Senior Health Fair** (11/19/2008)
- **Lectures** throughout the region on issues important to senior citizens.

Smoking Cessation Program

Our Smoking Cessation Program is an 8-week counseling session offered to individuals for an initial cost of \$25. This deposit is returned upon completion of the program. The program was offered in October-November, 2008 and February-March, 2009.

Spiritual Care

Daily Mass is held in the hospital chapel and attended by many community members. All are welcome. Memorial masses for families of patients who have died at Holy Family are held on the second Sunday of the month with an invitation sent out to each family. Memorial services are held in the spring for parents who have suffered the death of a child. Funeral masses (in memoriam) also are held for former patients and staff.

Mission Effectiveness

In the spirit of our mission-based hospital, Holy Family provided the following community services in FY 2009:

- Held a drive to benefit Neighbors In Need, which supplies food to local families
- Held a food drive to benefit the CorUnum spiritual community
- Provided 51 children of the Methuen Arlington Neighborhood Center with backpacks filled with school supplies
- Engaged in 'Mission Week' activities in the fall, 2009 by :
 - * Hosting a lecture on 'First Aid for the Trauma Patient' with emphasis on proper care for the caregiver
 - * Fostering a deeper interfaith connection and common spirit of collaboration and understanding by attending Communities Together Inc.' breakfast at a Methuen mosque. Connections for further collaboration (from a healthcare perspective) were established with the Islamic Academy for Peace and with the Imams of the Mosque.
 - * Speaking to employees on the hospital's mission-centricity in the work the hospital does

- * Honoring the founding order of Holy Family Hospital (formerly called Bon Secours) with an award ceremony celebrating the group's legacy and our continued commitment to the order's motto 'Kindly Care'

CPE Program

The Clinical Pastoral Education (CPE) program provides comprehensive experience in professional theological education through the practice of and reflection upon ministry. CPE helps individuals discover, develop, and deepen their sense of competence and confidence in their personal, pastoral and professional identity and roles. Eighteen students graduated from this program during FY 2009. Chaplain interns ministered at both Holy Family Hospital and Northeast Rehabilitation Hospital in Salem, NH. In addition, one chaplain intern went on ambulance runs with the Methuen Fire Department.

Support Groups

Holy Family Hospital staff offer a number of free support groups that are open to the public. In addition, the hospital provides local organizations with access to our facility, and offers a range of support groups:

- Diabetes (Monthly)
- Amyotrophic Lateral Sclerosis (ALS) (Monthly)
- Shelia Brodie-Zetlan Support Group (Weekly)
- Crohn's & Colitis Foundation of America (Monthly)
- Bereavement Support Group (Weekly)
- Angela Pisick Cancer Support Group (Bi-Weekly)
- SHARE – A Perinatal Loss Support Group (Monthly)
- Caregivers of the Mentally Ill
- Child Safety Support Group for children who have witnessed/experienced domestic violence

Transportation

Holy Family Hospital assists patients unable to provide their own transportation with rides to and from the hospital. Over \$15,884 was expended on taxi vouchers for patients without transportation in FY09.

Volunteer Program

Approximately 150 volunteers donate their time and service to patients and families through their participation in Holy Family's Volunteer Program. Volunteers range in age from 14-92 and offer assistance at the gift shop, information desk, emergency room reception area, cancer management, surgical day care, safe sitter, breast care center, patient advocacy, and as greeters in many other departments. In a given year, our volunteers provide more than 32,000 hours of service to Holy Family patients, families and the community.

High school students from Salem, NH's health occupation programs also gain valuable experience volunteering their time as well as getting direct insight into the medical field. Volunteers from the Andover Senior Center and Atria Marland Senior Living donate their time to knit hats, booties and mittens for newborn babies and pray shawls for our oncology patients.

Partnerships are also in place with key organizations to provide volunteer services to their students and adult members. For example, the hospital financed a \$22,000 sponsorship for four students from Notre Dame High School in Lawrence, MA, during the year. The students have a set schedule working 5 days a month (one day per week, one week on two days) in the Medical Records and Accounting departments. Other organizations we partner with include Upward Bound, Girl Scouts, Kimi Nichols Center, and American Training and Career Resources.

This year, the Director of Volunteer Services introduced a number of programs to provide enhanced service to the patients and families we care for, while also providing additional volunteer opportunities. These include:

- Greeter service
- Pet therapy program
- Email the patient
- Hospitality services

In cooperation with the managers in the Patient Advocacy and Constant Sitter programs, the Director has actively recruited and successfully placed new volunteers in each of these programs.

Wellness Matters

Every three months Holy Family Hospital provides 40,000 households with a complimentary 8 plus page *Wellness Matters* community newsletter, featuring valuable health information designed to increase community awareness of health issues and encourage prevention, early detection and treatment. Copies of the issues are also made available to community organizations, provided at community events and activities in which we participate, throughout the hospital and our Web site.

The Women's Health Center

The Women's Health Center provides pregnant women with prenatal care in a private practice setting. Patients are provided direct patient care services for prenatal and postpartum care and also for both surgical and medical gynecology. A support staff provides counseling, and preventive and educational programs, and engages in outreach efforts to the Spanish community.

VII. Stakeholders in Community Health

In FY 2009, Holy Family established two committees that together formalize the annual Community Benefits plan, beginning with FY 2010 plan. The committees began to meet formally in the summer, 2009.

The Community Benefits Advisory Committee (CBAC)

The Community Benefits Advisory Committee is comprised of representatives from local health and human service agencies, and other community leaders. (*The asterisk * denotes CBAC Co-Chair.*)

Korey H. Antonelli, MPH, Area Director for Health Initiative, American Cancer Society

Michael Ball, Ph.D., Vice President, Academic Affairs, Merrimack College

Dayna Brown, Director of Community Programs, Elder Services of the Merrimack Valley

***Wil Carpenter**, Vice President, Sales and Service, Merrimack Valley Chamber of Commerce

Patty Comeau, RN, School Nurse Coordinator, Methuen Public Schools

Elizabeth Covino, Director of Community Relations and Development, YMCA of Greater Lawrence

Rosann DiStefano, Executive Director, Elder Services of the Merrimack Valley

Amy Ewing, RN, Public Health Nurse, Town of Methuen
Blanca Figueroa, Community Executive for Cancer Control, American Cancer Society
Milagro Grullón, President, Lawrence Community Connections Inc.
Karen Kennedy, Community Benefits Manager, Holy Family Hospital
***Corinne LaCharite**, Executive Director, Methuen Senior Activity Center
Vilma Lora, Director of Women's Services, YWCA of Greater Lawrence
Kelly McDonald, Hospice Liaison, HomeHealth Foundation
Paul Muzhuthett, MA, MSW, Regional Director, Northeast Regional Health Office, Dept. of Public Health
Linda Soucy, Director, Methuen Arlington Neighborhood, Inc.
Danielle Perry, Director of Market and Public Relations, Holy Family Hospital
Lester P. Schindel, President, Holy Family Hospital
Anthony K. Stankiewicz, Esq., Trustee, Holy Family Hospital

Community Benefits Hospital Leadership Team
 The Community Benefits Hospital Leadership Team consists of the president and senior staff who oversee critical patient care services.

Lester P. Schindel, President, Holy Family Hospital
Carolyn Candiello, Director of Quality and Safety
Elizabeth Cronin, Outpatient Dietician, Diabetes Care Program
Cheryl Edwards, RN, Director of Nursing Operations
Catherine Ferguson, Cost and Budget Manager, Finance Dept.
Anna Frankenfield, Manager of Marketing and Public Relations Dept.
Douglas Gaudette, Director of the Family Safety Project
Suzanne Hyde, RN, BSN, OCN, Nurse Manager and Clinical Leader, Oncology Department
Karen Kennedy, Community Benefits Manager
Michelle Penta, Coordinator, Children Who Witness Domestic Violence, Family Safety Project
Danielle Perry, Director of Marketing and Public Relations
Stacey Sherman, Director of Volunteers
Anthony Slabacheski, Program Manager, Oncology Dept.
Eileen Soucy, Case Manager, Case Management/Social Services Dept.
William Sweeney, Director of Mission and Spiritual Care

VIII. Next Reporting Year

In preparation for FY 2010 Community Benefits programming and during FY 2009, Holy Family Hospital strengthened its community benefit programming. The hospital conducted a formal Community Needs Assessment in 2009. This assessment will serve as the basis for establishing priorities and focused community benefits efforts beginning in FY 2010.

IX. Community Benefit Expenditures

Estimated Total Expenditures.....FY 2009

Community Benefits Programs

Direct expenses:.....\$553,475.00
 Associated expenses:.....\$94,762.00
 Other leveraged resources:.....\$133,033.00
 Approved program budget:Not Specified

Community Service Programs

Direct expenses:.....\$722,004.00
 Associated expenses:.....0
 Determination of Need expenditures:0
 Employee volunteerism:.....\$7,982.00
 Other leveraged resources:.....Not Specified
 Net Charity Care:.....\$1,475,920.00
 Corporate sponsorship:.....\$34,483.00
 Total expenditures for FY 2009:\$3,021,659.00
 Patient Care-Related Expenses
 for FY 2009:\$130,511,048.00

Additional Considerations

The major challenges facing Holy Family Hospital are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society.

Our first priority is the provision of appropriate, adequate and compassionate care to our acutely ill inpatients, our clinic and other outpatients. In addition, the hospital is frequently asked to provide staff to work in the community, offering services and education to senior citizens and school age children. We recognize the importance of this outreach and indeed feel that good health has a direct correlation to the amount of education patients have about disease and prevention.

In addition to all of the services that Holy Family Hospital provides to the community, the facility also provided:

- \$4,586,319 in unreimbursed Medicare Services
- \$1,641,078 in bad debt

X. Appendix

Lawrence, MA and Merrimack Valley Community Foundation
(Asterisk* denotes board membership in FY 2009)*

Andover Rotary
American Cancer Society
American Heart Association
American Red Cross
Arlington Neighborhood Center
Boy Scouts Council
CLASS, Inc.
Community Action Council
Community Caregivers/Derry
Communities Together
Diabetes Coalition
Elder Services Disease Management Coalition
Greater Lawrence Boys & Girls Club
Greater Lawrence Community Action
Greater Haverhill Chamber of Commerce
Greater Newburyport High Risk DV Cases Team
Greater Salem Chamber of Commerce
Habitat for Humanity
Ironstone Farm
Latitudes Sports Club
Lawrence-Methuen Community Coalition
Lawrence High School
Lawrence Rotary
Lawrence Mayor's Health Task Force
Merrimack Valley Chamber of Commerce
Merrimack Valley Elder Services
Merrimack Valley Human Resources Association
Merrimack Valley Planning Commission
Merrimack Valley Red Cross
Merrimack Valley Work Force Investment Board*
Merrimack Valley YMCA*
Methuen Board of Trade

Methuen Exchange Club
Methuen-Salem Rotary Club*
Methuen Senior Center
Mother Connection*
North Andover United*
Northern Essex Community College Foundation*
Northern Essex Community College (NECC) HIT Program
NECCO Intern Program
Neighbors In Need
New Balance
Northeastern University Merrimack Valley HIM Group
Notre Dame High School
ONS Merrimack Valley
Presentation of Mary Academy
Target
The Rockingham Mall
The Tobacco Free Partnership
Trauma Intervention Program
United Way
Work Opportunity Unlimited
YWCA
YMCA
YMCA Women's Health Program

Section B. Community Benefits/Ambassador Events (a list of FY 2009 activities)

Event Date	Event Offering	Description	Language
10/2/2008	Health Fair	Health fair at Shaw's warehouse for 2 shifts of employees	Spanish
10/6/2008	Screening	Screening with Informational presentation 8-week Smoking Cessation Program	English
10/8/2008	Health Fair	Rockingham Mall public event	English
10/10/2008	Collection for adults with disabilities	Opportunity Works is a non profit agency that supports adults with disabilities that live in the Merrimack Valley	English
10/11/2008	Information Booth/Table	Emergency Preparedness Expo at Church of Latter Day Saints in Methuen	English
10/13-19/2008	Information Booth	Informational presentation for general public Rockingham Mall, provided information on exercising and stretching to AM mall walkers. Evening presentations on specific orthopedic-related products and procedures including lecture by 2 orthopedic surgeons.	English
Third Thursday of Every Month	Senior Supper	Monthly dinner and presentation for local senior citizens	English
11/4/2008	Informational Presentation	Presentation at Fatherhood Program - provided educational info on mental health and substance abuse at Lawrence District Court Library	English
11/5/2008	Screening with Informational Presentation	Methuen Senior Center Kidney Screening - included BP's, height, weight and measurements	English
11/5/2008	Health Fair	Health Fair at Methuen Senior Center: Diabetes Expo and Kidney Screening	English
11/8/2008	Health Fair	Health fair offered in conjunction with diabetes standards of care testing day	English
11/11/2008	Informational Presentation	Met with Main Spring Sober Shelter staff to speak about mental health, substance abuse, Holy Family Hospital services, and insurance possibilities	English
11/19/2008	Health Fair	Salem Senior Fair, Salem, NH	English
11/23/2008	Information Booth/Table	New England Healthy Recipes Book	Chinese
11/26/2008	Methuen Community Event	Volunteer at Festival of Trees	English
12/11/2008	Diabetes Lecture	Diabetes Support Group	English

12/16/2008	Organization's Meeting	Quarterly meeting regarding literacy and development in Methuen	English
12/19/2008	Blood Drive	American Red Cross Blood Drive	English
12/24/2008	Help to Poor	Prepared breakfast for residents of Lazarus House	English
1/27/2009	Educational Training	Training on Co-Occurring Disorders and referral process	English
1/28/2009	Talk Show on Mental Health	Provided education on Mental Illness and Suicide on 1490 AM radio	Spanish
1/29/2009	Informational Presentation	Diabetes Supprt Group	English
2/4/2009	Informational Presentation	Dual Diagnosis Education for student nurses	English
2/21/2009	Informational Presentation	Respiratory Therapy Smoking Cessation Asthma Education	English
2/21/2009	Good Health Demonstration	Teddy Bear Clinic at Rockingham Mall	English, Spanish, Armenian
3/3/2009	Good Health Demonstration	Reading to children as part of the Reading Across America Initiative	English, Spanish
3/5/2009	Reading for Underserved	Read Across America	English
3/24/2009	"Understanding Diabetes" Lecture	Two presentations to classes at the Methuen Adult Learning Center.	English as a second language
3/26/2009	Lecture	Diabetes Support Group "Diabetes and Surgery"	English
3/26/2009	Lecture	Diabetes Support Group	English
3/29/2009	Informational Presentation	Diabetes Support Group focusing on diabetes management pre, during, and post surgery	English
3/31/2009	Informational Presentation	Two presentations to classes at Methuen Adult Learning Center "Diabetes and Lifestyle"	English as a second language
4/20/2009	Community Road Race	Spieler Road Race, Methuen	English
4/27/2009	Screening	Free Head & Neck Cancer Screenings offered to staff and the community at large	English
4/28/2009	Community Assistance	Meeting about starting a Medical Laboratory Technician program at Northern Essex community college	English
4/30/2009	Drug Abuse/Prevention Outreach	Massachusetts Substance Abuse Prevention Task Force. Monthly meeting on preventing teenage drinking	English
4/30/2009	Screening	Free Head & Neck Cancer Screening offered to staff and the community at large	Interpreters available

5/2/2009	Health Fair	Healthy snack activity and literature display at the "Fiesta de Salud" health fair at Lawrence Senior Center sponsored by the Diabetes Today Coalition	English and Spanish
5/5/2009	Health Fair	First of a two health fairs for New Balance Company, bringing Mental Health and Substance Abuse information to their employees	Spanish
5/6/2009	Informational Presentation	Hip & Knee Replacement	English
5/12/2009	Health Fair	Second of two health fairs for the New Balance Co. Employees	Spanish
5/12/2009	Screening	Free Skin Cancer Screening offered staff and the community available	Interpreters
6/3/2009	Community Training	Clinical Instructor Meeting	English
6/4/2009	Support Group	Diabetes Support Group	English
6/5/2009	Community Support Effort	National Cancer Survivor's Day	English
6/9/2009	Informational Presentation	Hip Resurfacing	English
6/30/2009	Informational Presentation	Presentation on substance abuse for the Juvenile Diversion Program Lawrence and Haverhill Massachusetts by The Salvation Army	English
7/23/2009	Informational Presentation	Spanish diabetes support group	Spanish
9/17/2009	Screening	Free prostate screening for men 50 and older or at an increased risk for prostate cancer, offered to staff and the surrounding community available	Interpreters
9/22/2009	Screening	Free Head & Neck Cancer Screening offered to staff and the community available	Interpreters
9/24/2009	Informational presentation	Diabetes Support Group "Diabetes and Home Care Services"	English

XI. Contact Information:

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Holy Family Hospital
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Norwood Hospital

A CARITAS FAMILY HOSPITAL



2009 Community Benefits Report

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I. Introduction

Norwood Hospital in Norwood, MA is a member of Caritas Christi Health Care, New England's largest community-based hospital network providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island.

Norwood Hospital is an acute-care facility that provides full-service, quality health care to the residents of Norwood and 16 surrounding communities. The hospital offers a full range of patient care services, from the Small Miracles Family Birthing Center to the modern emergency department, up-to-date radiation oncology services, extensive endoscopy services, advanced laparoscopic and neurological surgery, and a cardiac catheterization lab.

Among the hospital's key services are the Caritas Cancer Center in Foxboro; general surgery including many minimally invasive options, such as weight loss surgery; endoscopy; the Small Miracles Birthing Center; Children's Hospital Boston physicians; psychiatry; cardiac catheterization; and imaging services including state-of-the-art equipment such as a 64-slice CT and digital mammography.

II. Mission and Values Statement

Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

- Compassion
- Accountability
- Respect
- Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. It is our way of offering service that makes us different. Our identity as a Catholic health care system is reflected in who we are and how we

act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion and making concrete efforts to work for the dignity of every person.

III. Norwood Hospital's Community Benefits purpose is:

- To provide accessible, high quality health care services to those people who live and work in our communities, including Canton, Dedham, Dover, Foxboro, Franklin, Mansfield, Medfield, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham.
- To work in collaboration with our community to identify and respond to unmet health needs, consistent with our mission to respond to the poor, the elderly and the underserved.
- To ensure the well being of our community through outreach efforts including, but not limited to, preventative health, education, screening, and wellness services.
- To recommend to the Board of Trustees of Norwood Hospital the adoption of needed programs and services and the allocation of sufficient resources to address identified, prioritized, unmet health care needs of the community.
- To monitor and evaluate regularly the effectiveness of the Community Benefits Plan.

IV. Community Benefits Advisory Committee

In keeping with the guidelines for community benefits issued by the Massachusetts Attorney General's Office, Norwood Hospital has established a Community Benefits Advisory Committee with trustee, staff and community agency representation. The duties of this committee include direction, consultation and oversight in the design and implementation of the community benefits plan. This committee recommends the priorities for each year and the Board of Trustees is asked to take a vote endorsing the plan. The community benefits manager uses the hospital and area agencies' resources to meet the needs identified by this committee.

The Committee meets quarterly to set priorities and oversee the community benefits process at Norwood Hospital. The

input from the diverse membership of this committee has proven very helpful in assuring that area health care issues are identified and needs are addressed. Through the committee, we work to expand the hospital's partnerships with other area organizations.

The hospital's community benefits manager is responsible for overseeing the plan's development, implementation, and progress, and for managing the committee and community benefits' processes. The manager reports to the Norwood Hospital President and the Caritas Christi Health Care Community Benefits Vice President.

The committee members are listed below. Committee membership shows that community members from infants to the elderly are represented:

- **Mary Barry**, Newton-South Norfolk Area Director, MA Department of Developmental Disabilities
- **Ellen Borgenicht**, Director, Adult Basic Education (ESOL), Blue Hills Regional Technical School
- **Amy Cogan**, Director of Planning and Community Dev., HESSCO Elder Services
- **Barbara Coghlan**, Director, Walpole Council on Aging
- **Kimberly Cohen**, Director, Health and Wellness, Hockomock Area YMCA, Invensys-Foxboro Branch
- **Kathleen Davidson**, RN, VP Patient Care Services, Chief Nursing Officer, Norwood Hospital
- **Edna Donoghue**, Community Executive, Health Initiatives, American Cancer Society
- **William Fleming**, Co-Chair, Senior Vice President of Operations, Norwood Hospital
- **David Greenberg**, EMS Coordinator, Foxboro Fire Department
- **Joan Jacobs**, Trustee, Norwood Light
- **Karen Kennedy**, Vice President of Community Benefits, Caritas Christi Health Care
- **Gerry Lorusso**, Co-Chair, Trustee, President of Lorusso Corporation
- **Dr. Ravi Nadkarni**, Chairperson, Wrentham Board of Health
- **Sigalle Reiss**, MPH, RS, Superintendent/Director of Public Health, Norwood
- **Rosemary Riley**, RN, Director of School Nurses, Norwood
- **Thomas J. Ronayne, III**, Chief, Canton Fire Department
- **James F. Sheehan**, Community Benefits Manager, Norwood Hospital

V. Community Health and Education Committee

Norwood Hospital's Community Health and Education Committee is comprised of representatives from several hospital departments. This committee participates in the design and implementation of Norwood Hospital's community benefits initiatives. The group meets quarterly to share information regarding individual department outreach efforts and to assist in the creation of a master calendar/plan for coordinated outreach responsive to assessed needs.

The following people served on this Committee in FY '09 and the following departments were represented:

- Tim Arnold
- Wanda Carey, RN
- Linda Condo
- Denise Corless, MLS
- Connie DaCosta
- Linda Davenport, RD
- Anne Dolan
- John Gale
- Pat Gavin
- Linda Gregoire
- Nancy Huff, PharmD
- Susan Janson, CRT
- Sr. Florence Kahler
- Paula Silvi, RT
- Eric Smith
- Mariann Smith
- Jessica Symonds

Departments:

- Cardiology
- Coding
- Development
- Elder Care
- Imaging Services
- Infection Control
- Interpreter Services
- Library Services
- Mission
- Nutrition Department
- Oncology Services
- Pharmacy
- Radiology
- Respiratory Therapy
- Surgical Services
- Volunteer Services

VI. Long-Range Goals

Our long-range goals include:

- Increasing our presence in public, private, and parochial schools;
- Increasing the participation of the Board of Trustees' Community Benefits Sub-Committee in promoting and assisting with new initiatives;
- Increasing the identification of at-risk populations (MassCHIP data) and designing plans to address these areas of need;
- Increasing connections with businesses within our service area, providing programs for their employees and soliciting their support/partnership for our community initiatives;
- Working more closely with the Interpreter Services Department to coordinate educational programs and services for those new to our communities or for whom language is a barrier to care;
- Continuing to discuss and advocate for grant money to address the issue of transportation needs in our southern tier towns.

We evaluate and revise our programs and collaborations to meet community needs as best as our resources allow.

VII. Short-Range Priorities & Goals

The Community Benefits Advisory Committee identified obesity with emphasis on nutrition and exercise as the FY 2009 health priority.

Goal:

Improve the management of obesity and thereby improve health care quality outcomes and reduce costs through activities and programming for children, adults and senior citizens.

- Maximize our impact on children by collaborating with schools to co-sponsor Walk to School Days promoting exercise and nutrition.
- Arrange for a health professional to deliver a presentation highlighting obesity, healthy eating and physical activity at two schools in the service area.
- Continue to participate as an active member of the Foxboro/Mansfield Healthy Futures Task Force that is working on impacting youth obesity.
- Increase awareness of the importance of good nutrition and increased physical activity by increasing collaborative

programming for children and adults with the Hockomock Area YMCA Invensys-Foxboro Branch.

- Combat diabetes and obesity through support groups and diabetes education programs.
- Promote awareness of proper nutrition by presenting two Food For Life Cooking Classes at Councils on Aging in our service area.
- Increase physical activity for senior citizens by sponsoring a fitness program for seniors providing low impact aerobics and strengthening/conditioning sessions twice per week.

Among vulnerable populations in our service area, those who are underinsured and uninsured are most at risk. This problem is exacerbated by the economic downturn, growth in unemployment and home foreclosures. With the rising costs of gas and food, more and more of an individual's income is applied to basic living necessities such as food and shelter. Patients are putting off necessary treatment because they cannot afford it. Norwood Hospital will continue to focus on enrollment and referral services for the underinsured and uninsured, as well as provide a broader spectrum of services at health fairs, and offer community forums, workshops and screenings.

VIII. Community Benefits Highlights

1. Mission Committee

Norwood Hospital's Mission Committee, with representatives from several hospital disciplines, promotes the hospital's mission throughout our service area. During the past year the following events were made possible from physicians' and staff donations:

- Clothing Drive: In December 2008, a clothing drive was held to benefit the St. Francis House, a Boston day shelter for the poor and homeless.
- Food Drive: During March 2009, Norwood Hospital organized a food drive on behalf of the Ecumenical Community Food Pantry of Norwood. Over 100 employees donated a total of 443 items and a cash donation to the food pantry.
- Backpacks for School Children: During August 2009, Norwood Hospital department managers and staff members donated 150 backpacks filled with new school supplies to children in need in Norwood and Mansfield. Additional new school supplies were donated to students at Saint Catherine of Sienna School in Norwood.

2. Cardiac Rehabilitation and Diabetes

The Cardiac Rehabilitation department provides informational programs to a variety of groups and companies throughout our service area:

- A Diabetes Support Group is held on the second Tuesday of each month from October through May at Norwood Hospital. This free group is open to the general public (those with diabetes and their family members) and facilitated by two certified diabetes educators (one a cardiac rehab nurse and the other a nutritionist).
- The Outpatient Cardiac Rehabilitation Program is a comprehensive, multidisciplinary exercise and education program for individuals who are recovering from heart attack, coronary artery bypass surgery, valve repair/replacement and angioplasty/stent, or who are being treated medically for stable angina. Heart-healthy exercise and education classes are supervised by a team of registered nurses, exercise physiologists and registered dietitians with a focus on teaching patients self-management skills geared to heart disease risk factor modification. (A special class is offered to diabetic cardiac patients including education and self-management skill training).
- The Cardiac Rehab department sold "Go Red for Women & Heart Disease" pins, raising a significant donation for the American Heart Association (AHA).
- Four department members participated on September 12, 2009, in the AHA Boston Heart Walk and raised approximately \$4,000.00.

3. Diabetes Outreach Programs

Norwood Hospital offers a free Diabetes Support Group to community members who have diabetes and their family members. This group meets monthly from October through May and is led by a registered dietitian and registered nurse who are both certified diabetes educators. (A description of this support group and diabetes management classes offered by an affiliated physician's group are included in the Guide to Good Health brochure.)

4. Elder Services

With a grant from the Kenneth B. Schwartz Center, Norwood Hospital, in collaboration with 10 community agencies/facilities, is working to develop a program that ensures that "who a person is as a person" and a patient's deepest held beliefs and care preferences are communicated to their caregivers as they move from one care setting to another. The group developed a unique tool called LifeBox™ to convey patients' wishes, values and goals. The LifeBox™ will follow patients

as part of their medical record as they transfer from one care location to another.

Norwood Hospital-sponsored programs, which are social, educational and active are:

- Senior Supper Program: For a nominal fee, seniors age 55 and older are welcome to come to Norwood Hospital's Dining Room for a nutritious meal and socializing. The program is offered throughout the year on Monday through Friday evenings.
- Fitness Fun for Seniors and Low-Impact Aerobics classes are available twice a week at Norwood Hospital. A certified instructor leads classes with extensive experience working with elders. Approximately 15 seniors participate in each class and classes meet for eight weeks on a continuous basis from September through June.
- In September 2009, a Norwood Hospital employee participated in the Neponset Valley Alzheimer's Partnership Memory Walk sponsored by the Massachusetts Alzheimer's Association. The walk raised over \$132,690 which was 128% over goal.
- Patricia Gavin, Schwartz Grant Administrator, attended meetings of the Neponset Valley Project Care Coalition. This Coalition addresses the needs of elders with mental health and mental retardation issues.
- Patricia Gavin also serves as a member of the ESPN (Elder Service Provider Network), which facilitates collaboration among professionals with the goal of enhancing elder services in South Norfolk County.
- Patricia Gavin attended meetings of the Norwood Senior Service Provider Network (NSSPN.) Hosted meeting on May 5th and presented on the Schwartz Grant program.
- On March 14th, Patricia Gavin hosted at Norwood Hospital a Gerontology Conference for 65 attendees.

5. Health Fairs and Lectures

Norwood Hospital is committed to providing health information and screenings to all residents within our service area. To facilitate this, the hospital participates in health fairs at schools, town public health sponsored events and at many corporations. This growth in corporate request demonstrates a marked increase in corporate awareness that occupational and personal health should be addressed for the betterment of all concerned. Norwood Hospital will continue to offer its diagnostic and informational materials to our local companies. The hospital also offers free public lectures each spring and fall held at Norwood Hospital.

The list below cites the health fairs/town educational sessions in which personnel from Norwood Hospital have participated:

- Norwood Day
- Canton Health Fair
- Analog Devices 23rd Annual Health Fair
- HESSCO Elder Services Annual Caregiver's Day

Distribution of health education information to the Norfolk County School Nurses.

Norwood Hospital has sponsored or participated in the following Community Benefits lectures, screenings, support group meetings, fundraisers, health education information distribution activities/events, public service messages, ambulance coverage and emergency preparedness trainings:

10/2/08	Foxboro Rotary Club Meeting
10/2/08	Neponset Valley Chamber of Commerce HR Council Meeting
10/4/08	Rodman Ride for Kids
10/4/08	Patriot's Place Community Information Booth
10/6/08	Prostate Cancer Screening by Dr. Raymond Paul-Blanc
10/8/08	Norwood Walk to School Day
10/11/08	Out of Darkness/Suicide Walk
10/14/08	Breast Cancer Screening by Drs. Interrante and Nannery
10/16/08	Medical Reserves Corps Meeting
10/16/08	Strictly Business Combined Chambers of Commerce Expo
10/20/08	Professional Planning Cluster Meeting with Boards of Health
10/20/08	Rotary Fundraiser
10/23/08	Drive Thru Flu Clinic
10/23/08	H.E.L.P. Presentation by Hospitalists
10/23/08	ENA Injury Prevention Lecture at Xaverian Brothers High School
10/23/08	H.E.L.P. Presentation by Dr. Napoli
10/28/08	Drive Thru Flu Clinic
10/30/08	MS presentation by Dr. Napoli at Foxboro Senior Center
11/3/08	Hosted Look Good ...Feel Better sponsored by the American Cancer Society
11/5/08	Flu Clinic
11/11/08	Diabetes Support Group Meeting
11/12/08	Adolescent Brain Seminar in Dover-Sherborn Regional High School
11/13/08	School to Career Shadow Day

11/21/08	Presentation on Preventing and Managing Diabetes at Norwood Senior Center
11/23/08	Norwood Turkey Trot Ambulance Coverage
12/4/08	Neponset Valley Chamber of Commerce HR Council Meeting
12/4/08	Stroke Presentation to Canton WW II veterans
12/9/08	Diabetes Support Group Meeting
1/1/09	C.A.R.E community program presentation
1/7/09	Colon Cancer Presentation to Walpole Lions Club by Dr. Frederickson
1/8/09	Smoking Cessation (8 week) and Stress Mgmt. Support Groups (5 week)
1/13/09	Hospitalist presentation to seniors at Ellis Nursing Home
1/13/09	Diabetes Support Group Meeting
1/14/09	Neponset Valley Sunrise Rotary Club Meeting
1/14/09	Hosted Walpole Woman's Club Luncheon and provided Physician Lecture
1/15/09	Foxboro Rotary Club Meeting
1/21/09	Colorectal Cancer Prevention Lecture by Dr. Frederickson at Norton Lions Club
1/21/09	Stress Mgmt. and Smoking Cessation Talk to School Nurses at Thurston Middle School, Westwood
1/26/09	Ellis Nursing and Rehabilitation Center Presentation on Dehydration, Diet and Diabetes by Dietitian
2/1/09	Schwartz Grant Program Physician Meeting to Develop New LifeBox™ Tool to improve patient care during transitions to nursing homes, home care etc.
2/2/09	Henry O. Peabody Scholarship Program Application Distribution
2/4/09	Physician presentation to Walpole Seniors on Role of Hospitalists
2/5/09	Neponset Valley Chamber Meeting on FMLA revisions
2/6/09	Tri-Town Chamber of Commerce Meeting
2/6/09	Hospital Support for American Heart Association Go Red Program
2/9/09	Hosted Red Cross Blood Bank at hospital
2/10/09	Diabetes Support Meeting
2/12/09	Hospital Support for the American Heart Association Start! Lifestyle Change Award
2/12/09	Blue Hills Reg. Vocational Tech. HS Advisory Board Meeting
2/17/09	Project Care Coalition Community Group Meeting

2/18/09	Presentation on Schwartz Grant Progress to VistaCare Hospice	4/14/09	Kick Butts Day at Ahern Middle School in Foxboro
2/19/09	Foxboro Rotary Club Meeting	4/14/09	Diabetes Support Group Meeting
2/23/09	Presentation on Schwartz Grant progress to Walpole VNA	4/15/09	Nutrition During Cancer Treatment seminar (2 presentations)
2/23/09	American Cancer Society's Look Good... Feel Better Program hosted by hospital	4/16/09	Advance Directive/Health Care Proxy Table for hospital visitors
2/23/09	Colorectal Cancer Prevention Lecture to Norwood Rotary by Derek Frederickson, MD	4/16/09	Foxboro Rotary Club Meeting
2/25/09	Presentation by Dr. Gupta on role of Hospitalists to Wrentham COA	4/16/09	Better Breathers Support Group
2/25/09	Canton Community TV presentation by Dr. Paul Schwerdt on Cardiac Health	4/18/09	Hockomock YMCA Health Fair information table
2/26/09	Neponset Valley Chamber of Commerce Elder Care Alliance Meeting	4/27/09	Free Skin Cancer Screening by Dr. Noah Siegal
2/26/09	Emergency Preparedness Special Event Presentation to Westwood and Norwood Medical Reserve Corps.	4/28/09	Hockomock YMCA North Attleboro Branch health education information distribution
3/2/09	Food Drive for Norwood Pantry	4/29/09	Food for Life Presentation at Franklin Council on Aging
3/4/09	Presentation by Dr. Chaparala to Walpole Lions Club	5/1/09	Free Cancer Screening by Dr. Shu
3/5/09	Smoking Cessation (8 week) and Stress Mgmt. Support (5 week) Groups	5/4/09	Hosted Look Good... Feel Better by the American Cancer Society
3/5/09	Neponset Valley Chamber of Commerce Meeting	5/5/09	Colorectal Cancer Prevention by Dr. Frederickson to Sharon Lions Club
3/10/09	Diabetes Support Group Meeting	5/5/09	Schwartz Grant Program Meeting
3/14/09	Preventing Hypertension presentation to Walpole Lions Club by Dr. Sujana Chaparala	5/6/09	Nutrition Presentation at Blue Hills Regional High School
3/14/09	Hosted Gerontology Conference on Communicating with Patients with Dementia	5/6/09	Presentation at Catholic Memorial HS on Medical Careers
3/16/09	Dr. Lee led community panel discussion on lung disease	5/7/09	Smoking Cessation (8 week) and Stress Mgmt. Support (5 week) Groups
3/17/09	Hospital support for American Cancer Society Daffodil Days	5/7/09	Neponset Valley Chamber of Commerce HR Council Meeting
3/24/09	Foxboro Rotary Club Meeting	5/7/09	Foxboro Rotary Club Meeting
3/24/09	Colorectal Cancer Prevention Presentation to Westwood Rotary by Dr. Frederickson	5/9/09	Dean College Commencement - Ambulance Coverage
3/26/09	Dietitian provided Weight Management Lecture to parents of students at Coakley Middle School, Norwood	5/11/09	Two Managing and Preventing Infections in the Home presentations at Ellis Nursing & Rehabilitation Center
4/1/09	C.A.R.E program presentation	5/12/09	Diabetes Support Group Meeting
4/2/09	Foxboro Rotary Club Meeting	5/19/09	Food For Life cooking class at North Attleboro Council on Aging
4/3/09	Foxboro Rotary Club Interviews for Youth Leadership Program	5/20/09	Charlwell House Breakfast presentation on Schwartz Grant
4/8/09	AHA Start! Walking at Work Day	5/20/09	Norwood Public Access Cable TV Show
4/13/09	Presentation on Careers in Nutrition at Bristol County Technical School	5/21/09	Foxboro Rotary Club Meeting
		5/27/09	Stroke Prevention presentation
		5/28/09	Neponset Valley Chamber of Commerce Elder Care Alliance Meeting
		5/28/09	Nutrition presentation on pediatric obesity

- 6/3/09 Hosted Cancer Survivors' Night at Foxboro Cancer Care Center
- 6/4/09 Neponset Valley Chamber Meeting
- 6/9/09 Hosted American Red Cross Blood Drive
- 6/19/09 Sponsored Foxboro team for the ACS Relay for Life
- 6/25/09 Lumbar Spinal Stenosis Presentation by Drs. Freed, Friedberg, Geiger, and Warren
- 7/1/09 C.A.R.E. Program Meeting
- 7/16/09 Foxboro Rotary Club Meeting
- 8/1/09 C.A.R.E. Program Meeting
- 8/8/09 Schwartz Grant Life Box™ Project Meeting
- 9/3/09 Smoking Cessation and Stress Mgmt. Support Group Meetings
- 9/3/09 Dr. Gaca cardiology lecture at Golden Living Nursing Home in Dedham
- 9/9/09 MS Lecture by Dr. Sai Napoli
- 9/12/09 Support for AHA Boston Start! Heart Walk
- 9/15/09 Schwartz Grant LifeBox™ Project Meeting
- 9/16/09 Ethical Decision Making at Bedside lecture at Charlwell House Nursing Home
- 9/17/09 Emergency Preparedness Monthly Information Meeting
- 9/19/09 Sponsor Norwood Day Road Race and information booth at Norwood Day community fair
- 9/20/09 Sponsor Hockomock YMCA Invensys-Foxboro Road Race
- 9/26/09 Sponsor Healthy Family Home Program, Family-Wellness Challenge at the Hockomock YMCA, Invensys-Foxboro Branch.
- 9/26/09 The Rodman Ride for Kids ambulance coverage
- 9/26/09 Alzheimer Memory Walk health information booth

6. Health Resources and Special Programs for the Community

During the past year, Norwood Hospital's employees shared their time and expertise with the following organizations:

- **Community Health Providers – Directors, Outreach Workers and Public Health Officials and Parish Nurses:** These individuals meet quarterly at the hospital to receive updates regarding hospital services and to share with us the concerns of the populations with which they deal with daily. These conversations have proven very fruitful in identifying needs within communities and have led to more appropriate use of Norwood Hospital's resources.

- **TDD Line for the Deaf:** Norwood Hospital has in place TDD lines. Any caller who uses a TDD device can reach the hospital through these lines.
- **Stress Management:** This is a five-week free program offered at Norwood Hospital and repeated throughout the year.
- **Smoking Cessation:** This is an eight-week course offered free throughout the year.
- **Cancer Screenings:** Breast exams were offered free of charge to residents within our service area. Individual appointments were made with the physician providing the screening and follow-up care was arranged, if deemed necessary. Prostate cancer, head and neck cancer, and cervical cancer screenings were also offered free of charge to community members.
- **Look Good...Feel Better Program:** Norwood Hospital is the host site every quarter for this program offered by the American Cancer Society (ACS). Any woman undergoing cancer treatment is invited to join us for dinner and a makeover. Education regarding ACS services is also provided.

7. Infection Control

The Infection Control department is a vital resource for both those within the hospital and for many within the communities we serve. Our Infection Control Manager regularly avails herself to community organizations including local cable television stations, schools, corporations and other infection control clinicians to provide informational sessions and literature. The following are examples of what is provided:

- Talks for community health providers on influenza (10/7/08), and residents/community members at Ellis Nursing Home on Methicillin-resistant Staphylococcus Aureus (MRSA) and H1N1 (5/11/09).
- Numerous discussions of infectious disease topics, such as H1N1 and seasonal Influenza, and drive thru flu clinics with many community members and local reporters.
- Email responses to website queries related to infection control, infectious diseases and immunization.
- Acted as a resource to local nursing homes, schools, businesses and individuals for questions/issues related to infection control, infectious diseases and immunization.
- Presentation on drive thru flu clinics at a statewide immunization conference with follow up telephone consultation for two groups planning such clinics.

8. Interpreter Services

All Norwood Hospital's interpreters have completed one or more Medical Interpreting training programs and attend the International Medical Interpreters Association (IMIA) Annual Conference. As members of the IMIA, they are bound by a code of ethics to maintain strict levels of patient confidentiality. Our staff interpreters are also expected to attend continuing education programs offered in the hospital, including the Cultural Diversity/Competence programs, Schwartz Rounds as well as other relevant programs offered by the Departments of Medicine and Nursing.

The Interpreter Services Department staffs four trained medical interpreters who speak Russian, Portuguese and Spanish. All of our interpreters are bicultural as well as bilingual or multilingual. Their understanding of cultural values and beliefs helps them in their role as cultural brokers, assisting providers and patients in communicating across the cultural divides. The Interpreters provide assistance to patients in all areas of the hospital from admission, emergency department, ambulatory care clinics, ancillary programs and inpatient medical and psychiatric areas.

To help with follow up care resources and referral linkages that are linguistically and culturally appropriate, our staff interpreters also do community outreach. Interpreters assist patients with Mass Health and Healthy Start applications and provide assistance in booking physician and dental appointments. They also attend OB and Pediatric appointments as needed and will interpret over the phone with primary care physicians when it is necessary. The interpreter services staff also assists the LEP patients in working through billing problems and setting up payment plans. Interpreters will also attend free screenings offered by the hospital to assist LEP patients when needed.

The Interpreter Services Department provided presentations regarding their services and Cultural Diversity to the following:

- New Hire Orientations for Norwood Hospital
- Nursing Orientation for Norwood Hospital
- Organized Cultural Diversity Day at Norwood Hospital

Norwood Hospital Interpreter Services provided the following face-to-face and telephone interpreting encounters in FY 2009:

Language	Number of Encounters
Albanian	24
American Sign Language	2
Arabic	140
Cantonese	23
Cape Verdean Creole	35
Chinese	16
Farsi	14
French	8
Georgian	2
German	8
Greek	44
Guajarati	2
Haitian Creole	41
Hindi	10
Italian	56
Khmer	7
Korean	12
Lithuanian	2
Laotian	2
Mandarin	22
Other	11
Persian	3
Polish	10
Portuguese	286
Portuguese Brazilian	4,758
Russian	1,603
Spanish	589
Tamil	1
Telugu	6
Vietnamese	24
Total	7,761

9. Maternal and Child Health

Norwood Hospital continues to expand its excellence in family care through the Small Miracles Family Birthing Center. The Center offers personal, compassionate care for those expecting and giving birth in addition to offering postpartum support throughout the first year. The staff provides many different opportunities for education of the whole family: parents, siblings, grandparents, and other caregivers. Here are many of the programs currently available to community residents:

- Childbirth Education Programs
- Ongoing programs include: Prepared Childbirth Classes Refresher Classes, Sibling Classes and Breastfeeding Classes
- Teen Childbirth
- Parenting Classes
- Prenatal Yoga
- Infant Massage
- Mom & Baby Yoga
- Doula Prenatal/Postpartum
- Infant and Child CPR: This is a special three-hour program that offers infant and child CPR training.
- Infant Massage: This class teaches infant massage. Parents are asked to bring their baby to class.
- Teen/Young Moms-to-Be: Pre-registration is required for this special childbirth class designed to meet the special needs of young mothers-to-be.
- Free Breastfeeding Support Group: This group meets every Wednesday from 11:45am to 1:00pm in the boutique.
- Sibling Class/Tour: A single session program for siblings aged 3 to 7 preparing them for the upcoming birth.
- Me and My Baby Class: This is a group for mothers and babies (up to age one), which meets on alternate Tuesday mornings from 10:00am to 11:30am and offers valuable childcare presentations and time for new parents to socialize with one another. Nurses, physicians and/or childbirth educators lead each session and are available to answer individual questions.
- A Mother's Boutique: This boutique offers breastfeeding pumps for rent by the week or month. Also available is a line of breastfeeding-friendly accessories and undergarments.

The staff in Maternal Child Health also participated in/hosted the following:

- **Annual Peri-Natal Conference:** Full-day event held at Norwood Hospital and attended by over 60 OB nurses from eastern Massachusetts.
- **Third Annual Pediatric Conference:** Full-day event held at Norwood Hospital and attended by over 60 pediatric nurses. The conference provided nurses with additional knowledge of various pediatric clinical presentations encountered in a community hospital setting.

10. Nutrition Services

The Food and Nutrition Department and Nutrition & Wellness Clinic offer both group and individual nutrition counseling services by registered dietitians to all within our service area. The Nutrition & Wellness Clinic operates at Norwood Hospital and at Caritas physicians' offices in Wrentham. Outpatient nutrition counseling is also offered to patients at the Oncology Center in Foxboro. Group lectures on nutrition-related topics are provided to community groups upon request.

The following nutrition lectures, services and programs were provided to the community:

- Diabetes Support Group: Our outpatient dietitian (who is a Certified Diabetes Educator) co-facilitates this support group offered at Norwood Hospital to members of the community and their family. This program is offered to the community monthly.
- Diabetes Nutrition Presentation at the Norwood Senior Center – 11/21/2008
- Presentation on Dehydration, the Mediterranean diet and preventing Diabetes at Ellis Nursing Home – 1/26/2009
- Weight Loss in Youth Presentation at the Coakley Middle School – 3/26/2009
- Eating Well during Cancer Treatment Lecture – 4/15/2009
- Better Breathers Group Nutrition Presentation – 4/16/2009
- North Attleboro Community Coalition Presentation on Pediatric Obesity – 5/28/2009
- Analog Devices Health Fair – 6/1/2009

A member of the department also serves as a member of the Norwood School Wellness Committee. The Committee meets every 2 months during the school year and plans/discusses ways to increase physical activity in students' grades K-12 and improve their nutrition and education. The committee consists of teachers, principals, physical education teachers, a few parents, food service director, and a dietitian. One of the Committee's biggest successes has been the Walk to School program in October. Each school planned a walk at school so each school planned a course for the students about 1 mile before school.

11. Oncology Services

Norwood Hospital has a growing Oncology program with a state-of-the-art Radiation Oncology Center located in Foxboro. The Multi-Disciplinary Cancer Care Committee oversees the many offerings made available to patients and their families as they deal with this disease and educational

programs for the public. Screenings and educational events are held throughout the year at both the Norwood and Foxboro campuses to facilitate easier access to such services.

During FY 2009, the hospital provided screenings and a cancer survivors event as follows:

- **Screenings:** Prostate, Breast, Head and Neck, and Cervical.
- **A cancer survivors event** was held on June 3, 2009 at Caritas Foxboro. The evening included speeches by Dr. Charles Chen and a presentation by the American Cancer Society to the Norwood Hospital Breast Cancer Support Group Relay for Life Team, which has been one of the leading fundraisers at the Norwood Relay for Life for several years. The American Cancer Society offered information to survivors and caregivers, and volunteers from Norwood Hospital's Healing Touch Program offered hand massages.

12. Caritas DoctorFinder

Caritas DoctorFinder is a physician referral service operated by Caritas Christi Health Care. The service provides patients with information to help them find a health care professional who can meet their specific needs. DoctorFinder refers physicians at Norwood Hospital, Good Samaritan Medical Center, Carney Hospital, Holy Family Hospital, St. Elizabeth's Medical Center of Boston, Saint Anne's Hospital, and Good Samaritan Hospice. Patients may access the program by telephone at 800-488-5959 or on the web at www.Norwood-Hospital.org.

13. Respiratory and Rehabilitation Departments

The Respiratory Department continued to provide extensive outreach to various community and school groups. During their outreach the following services were often provided:

- Programs regarding smoking cessation
- Asthma and emphysema education
- Spirometry and oximetry
- Pulmonary rehabilitation information
- Career information

Outreach was provided to the following groups:

- Town of Norwood Health Fair
- Canton Health Fair
- Kick Butts Day on 4/4/09 at Ahern Middle School in Foxboro

- This year's Kick Butts Day held at the Ahern Middle School impacted over 920 students. Eleven staff members, volunteers and high school students assisted in the day's activities. These are all-day major events designed by the Respiratory Department to address the issue of the dangers of smoking in an enjoyable interactive setting. Our community partner, the Hockomock Area YMCA Invensys-Foxboro Branch provided two staff members who assisted with the events. Members of the Better Breathers Club at Norwood Hospital provided personal testimony to the harmful effects of first and second-hand smoke and students had an opportunity to learn from and interact with various hospital professionals.

- **Better Breathers Club:** This club is a supplement to the pulmonary rehabilitation program offered by the hospital. Monthly meetings are held with various speakers (from clinical personnel to TV personalities and meteorologists) addressing different areas of chronic respiratory disease and environmental factors impacting respiratory issues. Meetings are held from September through June and are very well attended.

• Outpatient Pulmonary Rehabilitation Program:

Pulmonary rehabilitation is an individually tailored therapy program focused on improving the quality of life for individuals with respiratory disease. The program provides exercise, information, education and aims for improved ability to carry out daily activities and for more effective symptom management. Once an individual has completed this program he/she is eligible to join the Pulmonary Rehabilitation Exercise Maintenance Program.

Other programs offered through the Rehabilitation Department are:

- Balance and Vestibular Rehabilitation
- Lymphedema Management
- Aquatics Therapy
- Adult Continence

14. Social Work Services

Social work assistance is available to all inpatient and outpatient areas of the hospital. Social workers are also a resource to the community, physician offices, and local agencies to provide information and guidance regarding services or referrals. Ongoing programs include:

- **Weekly Breast Cancer Support Group:** This group is facilitated by a clinical social worker at Norwood Hospital. There is no cost for participants. It is open to all women with breast cancer.
- **Annual Organ and Tissue Donation Awareness Program:** Provides education to hospital staff and the public about organ and tissue donation, while encouraging everyone to sign an Organ or Tissue donor card.
- **Hospital Sponsored Educational Programs:** Serving as a panel member of the Planning Committee for Schwartz Rounds.

15. Spiritual Care Services

As a Catholic health care system, Caritas Christi Health Care is deeply committed to the healing of a person, both physically and spiritually. The Spiritual Care Department coordinates outreach to people of all faiths and provides compassionate care to both patients and their families.

The department also offers the following services:

- **Pastoral Visitors Emergency Support Program:** Volunteers from various parishes within our service area are trained to work with families going through emergency situations at the hospital's emergency department. The Director of Spiritual Care offers on-going support meetings for these volunteers.
- **Interfaith Memorial Services:** The department offers four memorial services a year – two for families of patients who have died at Norwood Hospital; one is offered during Volunteers Week to honor hospital volunteers who have died during the past year; and one service is offered during Nurses Week to remember those nurse employees who have died.
- **Coping With the Holidays:** This is an event offered by the bereavement support group facilitator in the fall to the community to assist individuals and families as they cope with loss during the holiday season.
- **Eucharistic Ministers Gatherings:** Many individuals in our service area serve as Eucharistic Ministers to the patients in the hospital. These three-hour long gatherings are offered four times during the year for the purposes of education and spiritual enrichment.

- **Labyrinth Walk:** Labyrinth Walks are offered at various times throughout the year. Norwood Hospital is blessed to have a permanent Labyrinth located on the patio of the second floor of the Lorusso Building. The Labyrinth and the specific walks are open to patients, families, staff and all in the community.
- **Mass:** A Roman Catholic Mass is celebrated by the priest chaplain twice a week and on holy days at the hospital and is open to the community.

The department director also serves on the hospital's Comfort Care Committee and assists with spiritual solace at the time of death. The spiritual care staff created a gift this past year – a small mesh bag with a candle, prayer and a poem inside – which is offered to families at the time of death of a loved one here at the hospital.

16. Support Groups

Norwood Hospital continues to host many support groups. Some are associated with the hospital and others use our central location for their group meetings. Residents may access these groups through the community benefits office and they are publicized annually through the Good Health Update insert entitled, Your Guide To Good Health.

The Guide is available in the waiting areas of Norwood Hospital and has been distributed at health fairs, connect to health information and enrollment events, screenings, lectures and public flu shot clinics. In August, over 55,000 copies were distributed throughout Norwood Hospital's 16-town community to homes and a variety of groups and organizations including: public health directors, councils on aging, councils on aging outreach workers, parish nurses, physicians' office managers, town managers, town librarians, school administrators and nurses, chambers of commerce and community health partners.

Domestic Violence Support Group

Women are referred from a variety of places, including self-referral. Each group session includes a combination of educational material and peer support. Some sessions are devoted completely to support, as group members' needs are considered from week to week by the facilitators.

In addition to the above, Norwood Hospital either offers or serves as a host location for the following support groups:

- Alcoholics Anonymous
- Better Breathers Club

- Breast Cancer Support Group
- Breast Feeding Support Group
- Cardiac Support Group
- Diabetes Support Group
- Overeaters Anonymous
- Doula Services/Prof. Labor Support
- Eating Disorders: Group for Parents/Caregivers
- Infant and Child CPR
- Infant Massage
- Me and My Baby
- Mommy and Baby Yoga
- Prenatal Yoga
- Prepared Childbirth Education Series
- Sibling Class and Tour
- Smoking Cessation
- Stress Management
- Teen/Young Moms to Be

17. Violence in the Home and the Workplace

Physicians and staff throughout the hospital were committed to recognizing, treating and ending violence against women.

Norwood Hospital uses a Nursing Assessment form, which helps to identify abuse or potential abuse. All new nursing staff members receive additional training regarding domestic violence, and the emergency room staff provides educational materials to patients. The social work department is also actively involved in domestic violence cases. A "Safe Bed" for victims can be accessed through our emergency department.

The Child Advocacy Center is a major department undertaking by the Norfolk County District Attorney's office that collaborates with social service, law enforcement and medical agencies, including Norwood Hospital, to provide appropriate and coordinated care to children who are victims of violence and their families.

18. Volunteer Services

The Volunteer Services Department provides opportunities to residents of all ages through its programs:

Service as a Volunteer or Junior Volunteer

The Norwood Hospital Volunteer Services Program contributes to the delivery of quality patient care and enhances the humanitarian contribution made by the hospital to the community. Its purpose helps to create and promote an understanding of hospital services to the

community. It provides members of the community with an opportunity to make a difference in their own lives and those of others through volunteer service.

- During FY 2009, 480 adult and junior volunteers contributed over 45,000 hours of service by providing invaluable service to all departments within the hospital.
- The Junior Volunteer Summer and After-School Program is an educational program for students ages 14-17. It is designed to foster an interest in healthcare careers, to prepare young people for future employment, and to provide an opportunity for personal satisfaction through doing for others in the community.
- 120 students from 17 area towns volunteered 5,454 hours of service in 29 departments.
- Here to C.A.R.E. (Caring for And Reaching out to Elders) Program provides hospitalized elders with extra care, support and companionship during their hospital stay.
- Targets elders, 70+ years of age that may be hard of hearing, visually impaired, isolated, anxious, mildly or moderately confused.
- Specially trained volunteers visit designated patients daily to provide assistance with orienting, therapeutic activities and assistance at mealtimes.
- Volunteers provide empathetic support, companionship and information for older patients and their families coping with acute illness and hospitalization.
- Beginning on April 1, through September 30, 2009, 13 volunteers visited 638 patients for a total of 1,146 patient visits.

Student Internships and Community Service Projects

- High School Senior Projects - Students from area schools, including Xaverian Brothers, BC High, Catholic Memorial, Franklin, Mansfield High Schools and The Walnut Hill School, spent between 30-80 hours depending on their program requirements completing internships at the hospital. The total number of hours served was 312.
- The Education Collaborative placed 3 students that completed 60-hour summer internships in Pathology and Endoscopy departments, areas of career interest.
- The Lead Program at the Savage Educational Center placed 2 special needs students in ongoing Food Service internships as part of their job-training program.
- Partners in Norwood Services (PINS) placed 2 students for 6 hours of community service at Norwood Hospital assisting staff with administrative tasks.

Summer Student Shadow Program

The Summer Student Shadow Program provides currently active Junior volunteers with an opportunity to explore career options for both future employment and college preparation. Students entering their junior or senior year of high school are eligible to apply for this program.

Students shadow for a total of 24 hours in a department of their choice and volunteer for 24 hours in a different department during this six-week program.

Community Outreach

- \$1,480.00 was raised for American Cancer Society's Daffodil Days from employee and volunteer contributions.

19. Community Emergency Preparedness

Norwood Hospital has provided community support efforts to enhance the emergency preparedness and disaster readiness of the community to ensure the safety and well being of its citizens. The following structural changes, equipment purchases, outreach planning, training, drills and task force participation over and above mandated and routine disaster preparedness were provided:

- Conducted respirator fit testing for volunteer medical reserve corps responders.
- Daily hazard monitoring and alerts.
- Stockpiling personal protective equipment, medical, surgical and pharmaceutical supplies, including barriers, respirators, clothing IV pumps and poles, IV fluids, suction machines, stretchers, wheelchairs, linens, bandages and dressing.
- Began development of one of the first policies in Massachusetts detailing the management of scarce resources during a disaster.
- Developed Ham Radio Response Team to help manage communications during disasters.
- Served as one of the founding members of Regional Emergency Planning Committee.
- Served as hospital representative to the Southeast Homeland Security Council.
- Served as member of Pandemic Workgroup for Southeast Region.
- Served on Town of Norwood H1N1 planning and incident management team.
- Incorporated expanded emergency preparedness training into nursing orientation.
- Conducted series of three trainings and two drills on how to manage patients from a hazardous materials incident.

- Recruited volunteers for State disaster teams and registries.
- Conducted extensive Preparedness Month activities, including raffles, trainings and seminars.
- Developed, conducted, participated and evaluated three additional full-scale exercise and eight additional tabletop exercises. These were designed to allow for hospital and public safety agencies an opportunity to practice their plans as well as interagency collaboration.
- Continued to exceed training requirements for Incident command (5% of total staff trained despite only a 2% requirement). This Includes development and implementation of a new yearly web based training for all members of leadership.
- Developed all exercises to be HSEEP compliant, the federal gold-standard (no requirement to do so).
- Developed and distributed to staff and community Home Disaster Planning Guidebook and Flu Care at Home.

20. Ambassador Program

The Ambassador Program was developed to create greater dialogue with leadership and staff at all levels of Norwood Hospital. With a more visible presence in the community, Norwood representatives are in a better position to inform the community about existing resources and programs, and to learn more about community needs. This program formalizes outreach efforts, such as health screenings and talks in the community.

Ambassadors are:

- **Gabrielle Abelard, MS, APRN, Psychiatric Clinical Nurse Specialist**
- **Lori Adcock, MD, Chief, Pathology & Clinical Labs**
- **Edward Allie, Clinical Coordinator, Pharmacy**
- **Melanie Altruda, Director, Medical Records**
- **John Archibald, Supervisor, Access**
- **Tim Arnold, Director, Oncology Services**
- **Joan Austin, RN, Emergency Department**
- **Anne Baker, RN, MTS, Emergency Department**
- **Padma Balasubramanian, MD, Endocrinologist**
- **Richard Bergman, EMT, Paramedics Services**
- **Kathy Bishop, BSN, RN, Cardiac Cath Lab**
- **Barbara Brierley, PT, Rehab Supervisor**
- **Maureen Burt, Receptionist, Radiation/Oncology, Foxboro**
- **Patricia Calvert, RN, Surgical Clinical Specialist**
- **Wanda Carey, BSN, RN, CIC, Manager, Infection Control**
- **Len Chadbourne, MS, RRT, Manager, Respiratory**

- **Sujana Chaparala**, MD, Internal Medicine
- **Marian Cheevers**, Director, Human Resources
- **Charles Chen**, MD, Oncology
- **June Chun**, MD, Obstetrics and Gynecology
- **Cara Collins**, Financial Counselor
- **Linda Condo**, Business Office Coordinator, Surgical Services
- **Jeanne Conroy**, Secretary, Radiology
- **Denise Corless**, MLS, Director, Library Services
- **Richard Costa**, Marketing, Psychiatry
- **Julie Cowell**, BSN, RN, Unit 33
- **June Crowley**, Secretary, Employee Health
- **Deborah Cunniff**, Mammography Technician, Diagnostic Radiology-Satellite
- **Connie DaCosta**, Manager, Interpreter Services
- **Linda Davenport**, RD, CDE, Nutrition Clinic
- **Kathy Davidson**, RN, VP, Patient Care Services
- **Beth Dechellis**, Patient Financial Services
- **Vicki DeGeorge**, EMT, Paramedic Services
- **Noel Dent**, RN, CDE, Cardiac Rehab
- **Sal DiMare**, EMT-B, Paramedic Services
- **Sue Ann Dolan**, EMT-B, Paramedic Services
- **Doris Domenica**, Secretary, Radiology
- **Susan Dowling**, Special Events Coordinator, Development Office
- **Joanne Fitzgerald**, RN, BSN, Cardiology
- **Michael Flanagan**, Emergency Preparedness Manager
- **William Fleming**, Senior Vice President of Operations
- **Guy Fleurette**, LICSW, Psych. Services Administration
- **Dave Florio**, EMT-B, Paramedic Services
- **Marge Forsberg**, Admin. Secretary, Psychiatry
- **Derek Frederickson**, MD, Gastroenterology
- **Catherine Froio**, Supervisor, Patient Access
- **Teresa Fuller**, BSN, RN, Day Surgery
- **John Gale**, Director, Imaging Services
- **Mark Galet**, Chief Tech., Nuclear Medicine
- **Diane Gauthran**, Exercise Physiologist, Cardiac Rehabilitation
- **Patricia Gavin**, Schwartz Grant Administrator
- **Joseph Gianni**, RN, Emergency Department
- **Laura Gimby**, RN, Psychiatry
- **Greg Goldberg**, EMT-B, Paramedic Services
- **Judy Greene**, RN, Nurse Educator
- **Linda Gregoire**, Director, Volunteer Services
- **Stacey Gregory**, RN, Education Coordinator
- **Denise Grove**, Manager, Marketing/Communications
- **Apurv Gupta**, MD, Medical Director, Hospitalist Program
- **Barbara Hagberg**, OT, Rehab
- **Margaret Hanson**, President
- **Kevin Harmon**, EMT-B, Paramedic Services
- **Elizabeth Harnois**, Dietitian
- **Jeremiah Hart**, EMS Dispatcher, Paramedic Services
- **Rebecca Haste**, Patient Account Biller, Patient Financial Services
- **Richard Healy**, EMT-B, Paramedic Services
- **Terri Hoitt**, LICSW, Case Management
- **Nancy Huff**, Director, Pharmacy, Respiratory Care and Rehab Services
- **Laura Hurley**, Access Clinician, Access Center
- **Tam Huynh**, Dir. Pt. Care Mgmt. Resources
- **Albert Interrante**, MD, Radiology
- **Susan Janson**, CRT, Pulmonary Rehab
- **Caterina Jaramillo**, Patient Financial Services
- **Jo Johnson**, Tech., Pulmonary Med.
- **Sandra Jones**, Director, Telecommunications
- **Sr. Florence Kahler**, Mission Director
- **Polly Keister**, RN, Nurse Mgr., Cardiology
- **Marilyn Kelly**, NP, Oncology
- **Cathy Kerallah**, Benefits Manager
- **Kevin Lancaster**, Food Services
- **Noreen Leaver**, Critical Care Clinical Nurse Specialist
- **Oscar Le**, MD, Pulmonary Med.
- **Cybil Lohan**, Admin. Sup.
- **Peter Lydon**, MD, General Surgery
- **Kurdea Lyons**, EKG, Stress Lab
- **Erica Malinowski**, Rehab Aide, Psych.
- **Sarah Malneritch**, OT, Rehab.
- **Brian McCarthy**, EMT, Paramedic Services
- **Kevin McCarthy**, MD, General Surgery
- **Mary McDougall**, MSN, MPH, APRN, Clinical Nurse Specialist
- **Debra McElroy**, Caritas Med. Group
- **Mary McGlynn**, RN, Oncology
- **Judy McHugh**, Sr. Resource Mgmt. Staffing Coordinator
- **Kathy Merrigan**, BSN, RN, Nurse Manager, Emergency Department
- **Jeff Meunier**, EMT, Paramedic Services
- **MaryKathryn Middlemiss**, EMT, Paramedic Services
- **Christine Miller**, HR Generalist
- **Donna Moelk**, Case Mgr., Psych.
- **Courtney Mungovan**, Systems Mgr., Info. Services
- **Mark Nannery**, MD, Surgery
- **Salvatore Q. Napoli**, MD, Director of Multiple Sclerosis
- **Patricia Noonan**, Budget Manager

- **Carla Oberst**, MD, Internal Medicine
- **Maria Pais**, Major Gifts Officer, Development Office
- **Carl Palsic**, Security
- **Vinubhai Patel**, MD, Radiation Oncology
- **Raymond Paul-Blanc**, MD, Urology
- **Nick Perelli**, Chef, Food Services
- **Erin Pfeifer**, Clinical PharmD
- **Jacob Picard**, RN, Psychiatry
- **Lloyd Pickett**, Security
- **Amy Piemonte**, Volunteer Coordinator
- **Jim Polechronis**, Security Manager
- **Craig Poirier**, EMT-P, Paramedic Services
- **Katie Quick**, EMT, Paramedic Services
- **Karen Reed**, Director, Quality & Patient Safety
- **Angela Ryberg**, Phlebotomist
- **Casilda Richardson**, Aide, Environmental Services
- **Dorothy Roberts**, BSN, RN, Nurse Manager
- **Patricia Romanus**, RPT, Inpatient Supervisor, Physical Therapy
- **Anna Rotondi**, Lab Tech
- **Mary Schaefer Koteles**, Speech Therapy
- **Paul Schwerdt**, MD, Cardiology
- **Mary Schnopp**, Office Manager
- **Debbie Schultz**, RN, Oncology
- **Janice Shea**, Dept. Secretary, Radiology
- **Russell Shu**, MD, Otolaryngology
- **Noah Siegel**, MD, Otolaryngology
- **Sheila Silva**, MSN, RN, Nursing Education
- **Paula Silvi**, RTR, Chief Technologist, Radiology
- **Deborah Smith**, Ultrasound Tech., Ultrasound
- **Eric Smith**, RD, LDN, Clinical Nutrition Manager
- **Mariann Smith**, Assistant Coding Manager
- **Terri Spencer**, MD, Internal Medicine
- **Judith Stark**, Mammography Technician, Diagnostic Radiology-Satellite
- **Nancy Sullivan**, Director, Patient Access
- **Jessica Symonds**, Vice President, Development
- **Roberta Trahan**, BSN, CCRN, Clinical Leader, ICU
- **Jeffrey Vandal**, Mgr., Bio-Med.
- **Kim Verocchi**, Secretary, Radiology
- **Guillermo Villatero**, Environmental Services
- **Barbara Wagner**, Cardiac Ultrasound Tech., Cardiac Stress Lab
- **Mary Wallan**, Director, Communications
- **Pat Watson**, Manager, Lab
- **Nancy Wayne**, Transportation Manager
- **Pat Wheeler**, Dept. Secretary, Radiology
- **Ellen White**, RN, Oncology

- **Robert White**, EMT-P, Paramedic Services
- **Meg Wilkes**, RD, Clinical Dietitian
- **Jeffrey Wilkes**, Radiation Therapy Technician, Radiation Therapy
- **James Wilson**, EMT-P, Paramedic Services
- **Lynn Worley**, Mgr., Quality & Patient Safety

Norwood Hospital is a member of the Neponset Valley Chamber of Commerce, the United Regional Chamber of Commerce, the Tri-Town Chamber of Commerce and the Walpole Chamber of Commerce with hospital leadership and staff members regularly participating in meetings and activities.

They are:

Neponset Valley Chamber of Commerce:

Margaret Hanson, President, NVCC Board Member
Linda Davenport, LD, CDE
Patricia Gavin, Elder Affairs Specialist

United Regional Chamber of Commerce:

Kathy Merrigan, RN, Emergency Department Manager

Tri-Town Chamber of Commerce:

John Gale, Director of Imaging Services
Tim Arnold, Director, Oncology Services

Walpole Chamber of Commerce:

James F. Sheehan, Community Benefits Manager

21. Partnerships

- **The Henry O. Peabody Scholarship:** This fund provides renewable scholarships of up to \$5,000 to women in Norfolk County pursuing post-high school educational endeavors. The Fund looks to provide aid particularly to women in difficult and vulnerable situations. A unique aspect of this scholarship fund is that the money received may also be used for childcare expenses, often a real problem for women with children who are trying to return to school. Applications and brochures may be picked up at the hospital's Community Benefits Department.
- **Norfolk County District Attorney:** The hospital works closely with this office on matters of family and workplace violence. In particular, the hospital has assisted in the formation of a child advocacy center to help the district attorney provide comprehensive services to abused children and their families. The Community Benefits Manager serves on the Advisory Committee.

- **Neponset Valley Community Health Coalition:**

Norwood Hospital continues to have a very positive working relationship with the Coalition.

- **Norwood School Nurses:** A strong relationship has been established between the staff of Norwood Hospital and the school nurses in Norwood. Physicians and other medical professionals have helped the town develop a School Wellness Policy.

- **Alzheimer's Memory Walk, September 26, 2009:**

Norwood Hospital supported the Walk by staffing an information table and providing health education information on nutrition and exercise to all participants.

22. Ambulance Services

Norwood Hospital Emergency Medical Services (EMS) is a hospital-based ambulance service licensed to provide both Basic Life Support (BLS) and Advanced Life Support (ALS) patient care and ambulance transportation. A dispatch and communication center is operational seven days per week and coordinates all ambulance transportation out of Norwood Hospital including transfers to local skilled nursing and rehabilitation facilities, ALS, critical care, and air medical transportation to Boston Hospitals. The dispatch center also arranges transportation for patients requiring wheelchair car or taxi services. The ambulance service and dispatch center is staffed by over 40 state certified EMTs and paramedics.

The following is a sampling of the community programs supported by these men and women during FY 2009 including Ambulance Coverage/Health Education/Screenings for Norwood Hospital Community Events involving 82 hours of volunteer work:

- Norwood Day
- Norwood Turkey Trot
- Rodman Ride for Kids, Foxboro
- Dean College Commencement, Franklin

23. Donations

- In December 2008, the Mission Committee organized a clothing drive to benefit St. Francis House in Boston, a day shelter serving more than 800 men and women daily. Norwood Hospital delivered over 50 bags of gently used clothing to St. Francis House.
- Norwood Hospital donated a used vehicle valued at over \$1,100.00 to the Rodman Ride for Kids.
- In March 2009, the clinical nutrition manager, a member of the Mission Committee, organized an employee food drive to benefit the Ecumenical Community Food Pantry of

Norwood. He was able to deliver more than 443 food items as well as cash donations to the pantry.

- During August 2009, Norwood Hospital department managers and staff donated 150 backpacks filled with new school supplies to children in need in Norwood and Mansfield. Additional new school supplies were donated to students at Saint Catherine of Sienna School in Norwood.

24. Neponset Valley Community Health Coalition (NVCHC) Norwood Hospital continued to maintain an excellent relationship with the Neponset Valley Community Health Coalition. The NVCHC mission is to advocate for the maintenance and enhancement of affordable, accessible quality health care (including mental health) for all residents within the Neponset Valley Health Care System, particularly the unserved and under-served.

NVCHC Coalition Towns include Attleboro, Bellingham, Canton, Dedham, Dover, Easton, Foxboro, Franklin, Mansfield, Medfield, Medway, Millis, Norfolk, North Attleboro, Norton, Norwood, Plainville, Sharon, Stoughton, Walpole, Westwood and Wrentham.

25. Staff Development

With a commitment to continue to provide the highest standards of care for our patients, the Staff Development Office offers many programs to staff and area health care providers in an effort to enhance skills and knowledge about a myriad of topics.

The schedule for FY 2009 is below:

Non-Contact Programs 10/08 thru 9/09

DATE	OFFERING TITLE	PARTICIPANTS
10-2,14,16-08	Review of Code 6 process	24
10-14 & 17-08	New HillRom Versacare Beds	15
10-22-08	Journal Club: Pain Reassessment	11
10-27-08	Competency Fair	103
11-7-08	Schwartz: "Mother's Not Eating: Feeding Tube Dilemmas in Frail Elders"	57
12-1-08 thru 1-3-09	BD: Safety Syringe/Needles & Nexiva In-service	300
1-06 thru 1-27-09	RL Solutions Incident Reporting	25
1-09-09	Schwartz: "Patient - Planned End of Life"	59
1-27-09	Unit Based PI	18

2-5 thru 2-9-09	Chloroscrub	65
3-4-09	Pressure Ulcer Prevention (Unit 35)	9
3-12-09	DVT Awareness	15
3-13-09	Schwartz: "Caregiver Dilemmas with Dementia Patients"	96
3-17 thru 3-24-09	Review of Order History, Intervention Frequency & Text Bubbles	29
4-16-09	TA Thermometry (ICU/Units)	32
4-22-09	2009 Bariatric Update	16
4-28-09	Unit Based PI	12
5-8-09	Schwartz: "Clinical Stories"	39
5-13-09	Creative Ways to Communicate with the Deaf & Hard of Hearing	36
5-20-09	Dignicare Stool Management System In-service	78
5-29-09	Fall Prevention Review Huddles	18
6-1-09	Fall Prevention Review Huddles	7
7-09-09	New Discharge Paperwork	32
7-15 & 7-16-09	CADD - Solis Epidural Pump	48
7-28-09	Unit Based PI	10
7-31-09	Competency Fair	160
8-11-09	Welch Allyn In-service	9
8-11-09	Fem Stop Gold In-service U33, ICU, Cath Lab	14
8-19-09	Welch Allyn In-service	3
8-19-09	Review of Code Yellow Process & Ativan Protocol - Unit 32	10
9-11-09	Schwartz: "When Nothing Works!" Managing the Care of Difficult Patient	61
9-16-09	KCI Wound Vac In-service - OR Dept	10
9-23-09	Diabetes Patient Education - Unit 23/Float	11
9-28-09	Competency Fair	129
9-30-09	Post-op Colostomy Appliance - OR Dept.	16

Contact Hour Programs 10/08 thru 9/09

DATE	OFFERING TITLE	PARTICIPANTS
10-3-08	Basic Dysrhythmia	7
10-16-08	NGR: Operating Room Safety	28
10-21-08	Roberta Scofield Oncology Conference	37
10-28-08	Operating Room Safety Repeat	11
11-12-08	Understanding Personalities / Managing Conflict	18
11-14-08	Pediatric Conference Adolescence: Challenges & Risk	60
11-20-08	NGR: The Dilemma of Delirium: Proactive vs. Reactive - Coping with the New Reality	48
11-24-08	Defining the Boundaries of Human Subjects Research: Where does the IRB's work begin & end?	36
12-4-08	Behavioral Management Certification Handle with Care	13
12-12-08	Basic Dysrhythmia Repeat	4
2-19-09	NGR: "Let's Get Your Cardiac Patients on the Right Beat"	55
2-27-09	Advanced Dysrhythmias	19
3-13-09	Gerontology Conf: More Than Just Words: Communicating With Patients With Dementia	67
4-03-09	Evidence Based Practice Repeat	8
4-16-09	NGR: National Healthcare Decision Day- What can you share to improve care?	25
4-23-09	Basic Dysrhythmia Repeat	4
5-18-09	Norgaard Perinatal & Women's Health Conference	37
6-10-09	Karen O'Neil Conference "Summertime Sickness"	27
6-18-09	NGR: Stroke	45
7-16-09	NGR: Heart Attack? Goal: Reperfusion <90 minutes	33
8-10-09	Basic Dysrhythmia Repeat	8
8-20-09	NGR: Science of Empathy	23
9-21-09	Fall Prevention Conference The Fall Puzzle: Putting It All Together	36
9-25-09	Care of the Patient with Cardiovascular Compromise	14

26. Library Services

The Youngdahl Library at Norwood Hospital is staffed Monday – Friday during normal business hours. It provides staff and physicians with access to current, accurate, pertinent medical information through various research databases and through its collection of books and journals in paper and electronic formats. By maintaining membership in several library networks, including the multi-type library network created by the Mass Board of Library Commissioners, it shares its collection nationally with other institutions. The general public is welcomed to use the library's resources and can request search assistance when trying to locate material or instruction on the use of various research databases.

The services the library offers are:

- subscriptions to a number of journals and several newspapers.
- a current book collection.
- access to the standard medical indexing and abstracting databases.
- interlibrary loan of books and journal articles.
- assistance with research.

27. Auxiliary

The Norwood Hospital Auxiliary is a group of dedicated individuals who work in collaboration with the Development Office and Community Benefits Office. The Auxiliary's mission is to interpret and create interest in and awareness of the hospital's services to the community; raise funds for the hospital; and provide special programs and services to the communities we serve.

Examples of the community outreach provided by this organization include:

- The Baby Hat Program, which provides hand-made hats for all new babies in the Small Miracles Department.
- The Norwood Hospital Auxiliary Scholarship Program which awarded two \$1,000 scholarships to graduating high school seniors who plan to pursue a health care related course of study.

28. Psychiatry

Members of the Department of Psychiatry participated in the leadership and fundraising activities of the South Shore Alzheimer's Partnership and the Neponset Valley Alzheimer's Partnership.

Department members also supported the 2008 Out of Darkness Walk Community Walk to benefit the American Foundation for Suicide Prevention by walking and selling tickets

29. Cable Television

Norwood Hospital is committed to providing health care information and education within our service area. During FY 2009, Norwood Hospital provided speakers to Canton Community Television and Norwood Public Access Television. In February 2009, Paul Schwerdt, MD, appeared on Canton Community Television delivering a presentation on cardiac health. Terri Hoitt, LICSW taped a segment in May 2009 on Norwood Public Access Television on the topic of organ donation. Norwood Hospital stands ready to assist Norwood Public Access Television and as well as other public access cable television systems in providing health education information to our community members.

IX. Next Reporting Year

During FY 2009 and in preparation for FY 2010, Norwood Hospital conducted a formal community health needs assessment.

This assessment will serve as the basis for establishing priorities and focused community benefits efforts beginning in FY 2010.

In addition, Norwood Hospital created the Community Benefits Hospital Leadership Team, made up of the president and senior clinical and non-clinical administrators.

X. Community Benefits Expenditures for FY 2009

Community Benefits Programs

Direct Expenses: \$76,717.00
Associated Expenses: 0
Determination of Need Expenditures: 0
Employee Volunteerism: \$581,081.00
Other Leveraged Resources: \$21,406.00

Community Service Programs*

Direct Expenses: \$37,576.00
Associated Expenses: 0
Determination of Need Expenditures: \$13,830.00
Employee Volunteerism: \$265,940.00
Other Leveraged Resources: 0

Net Charity Care FY 2009: \$1,448,484.00*
FY 2009 TOTAL: \$2,445,034.00

Total Patient Care-Related Expenses for FY 2009:
..... \$113,766,320.00

Comments: *Includes a \$44,850.00 cost for Patient Financial Counselors to assist patients with enrollment in a public assistance program.

Additional Considerations

The major challenges facing Norwood Hospital are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society. In FY 2009, Norwood Hospital incurred a total of \$4,745,533 in unreimbursed costs, including \$3,486,182 in unreimbursed Medicare services, \$498,937 in unreimbursed Medicaid services, and \$760,414 in bad debt.

XI. Contact Information

For more information please contact:

James F. Sheehan
Manager, Community Benefits Department
Norwood Hospital
800 Washington Street
Norwood, MA 02062
Phone 781-278-6022
James.F.Sheehan@caritaschristi.org



Norwood Hospital

A CARITAS FAMILY HOSPITAL

800 Washington St., Norwood, MA 02062
www.Norwood-Hospital.org



Saint Anne's Hospital

A CARITAS FAMILY HOSPITAL



2009 Community Benefits Report

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I. Introduction

Founded in 1906 to treat largely immigrant and poor populations of Fall River, Saint Anne's Hospital has evolved to provide not only highly regarded vital medical services, but also a spectrum of unique programs and services that strive to fulfill a richly diverse community's health care needs. Saint Anne's Hospital is part of the six-hospital Caritas Christi Health Care system, New England's largest community hospital network. Caritas Christi is a comprehensive, integrated health care delivery network, providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire, and Rhode Island.

In fiscal year 2009, in addition to essential medical care, Saint Anne's provided over \$6 million in community benefits services that include specialized, hospital-sponsored health services, prevention, education, health screenings, and charity care. Many are longstanding services for which Saint Anne's has become well known; others have been initiated in response to needs identified by the hospital's Community Assessment and Benefits Committee (an advisory group of the hospital's Board of Trustees, consisting of community and hospital representatives). All services are now part of the hospital's Community Benefits Program and are provided in concert with the hospital's mission to serve the health care needs of our community. They reflect the hospital's and our system's core values.

II. Saint Anne's Hospital Mission Statement

Faithful to the legacy of Charity and Compassion of Blessed Marie Poussepin, in 1906 the Dominican Sisters of the Presentation founded Saint Anne's Hospital, a Catholic, Community health care organization, providing accessible and quality health care to all within our Culturally diverse Greater Fall River community.

Mission

Caritas Christi Health Care, rooted in the healing ministry of Jesus, is committed to serving the physical and spiritual needs of our community by delivering the highest quality care with compassion and respect.

Vision

We envision an exceptional Catholic health care ministry, which will lead to the transformation of health care.

Values

- Compassion
- Accountability
- Respect
- Excellence

As men and women working in healthcare, we have the privilege of effecting change everyday. Our identity as a Catholic health care system is reflected in who we are and how we act. It is reflected in who we serve and how we care for those we serve. It is reflected in how we treat one another, and it is reflected in how we contribute to the common good. Our identity and our integrity are a result of using our time, our talents, our compassion, and making concrete efforts to work for the dignity of every person.

III. Community Benefits Statement of Purpose

Saint Anne's Hospital is committed to serving the health care needs of the entire community, including the uninsured, underinsured, poor, and disadvantaged. We are dedicated to:

- Providing accessible, quality health care services to all within our culturally diverse Greater Fall River community;
- Providing preventative health, education and wellness services for the well being of our community;
- Working in collaboration with our community in identifying and responding to unmet care needs;
- Recommending to the Board of Trustees of Saint Anne's Hospital the adoption of needed programs and services to address identified, prioritized, and unmet health care needs in the community.

Approved by Saint Anne's Hospital Board of Trustees 1999.

Saint Anne's Hospital has utilized the Community Benefits Program voluntary guidelines issued by the Massachusetts Attorney General's office to provide an ongoing assessment of our community's health care needs and to review the effectiveness of our programs in meeting identified needs.



Such a careful review is ever more important during these challenging times for hospitals as reimbursement rates have not kept pace with escalating costs for delivering health care. At the same time, communities such as Fall River face new and growing health care needs (as described in this report).

IV. Community Benefits Planning and Review

Community Health Needs Assessment

To assess community health needs, the Community Assessment and Benefits Committee (CABC) of Saint Anne's Hospital has used the health data of the Massachusetts Department of Public Health (DPH) as a primary source. Periodically, the committee reviewed current data for the Greater Fall River area and new reports are presented for consideration as they become available from DPH and other sources. Invited speakers frequently presented specific health needs and disease data for our area as well. They were asked to discuss the growth of their services, waiting list needs, and unmet health and related needs from their perspective as a service or fund provider.



Our CABC has looked at the growing concerns regarding two health issues confronting our communities: Hepatitis C infection rates and diabetes, and their long-term health effects.

Our CABC has utilized the following health status data in its review:

1. A Profile of Health among Massachusetts Adults, from DPH.
2. Information on health insurance enrollment and health care access for residents of Southeastern Massachusetts from DPH, the Massachusetts Division of Medical Assistance.

3. Coronary disease, cancer, diabetes, and HIV/AIDS incidence/prevalence data from DPH and Saint Anne's Cancer Registry.
4. Child sexual abuse, domestic violence incidence data for the Greater Fall River area from the area Department of Social Services, and the Fall River Police Department.

Summary of Findings

Health assessment data for the Greater Fall River area reveal some dramatic trends for the current and future health of area residents. The mortality rate for cardiac disease has been nearly 20 percent higher in both the Greater Fall River and New Bedford areas than the Massachusetts state average for the past decade. Southeastern Massachusetts has a higher incidence rate for coronary heart disease than the Massachusetts average (averaging close to 24 percent over the past decade). This has been the highest incidence rate in the state, and the number is higher in Fall River than in surrounding communities.

Bristol County has among the highest prevalence rates of diabetes (42.26 per 1,000 persons) of any county in Massachusetts (32.29 per 1,000 persons). The incidence of diabetes has risen 49 percent since 1990. The United States average is 34.1 per 1,000 persons.

The "Health Risks and Preventative Behaviors" (BRFSS- DPH) survey results show there is a higher concentration of people in this area with risk factors for developing heart disease, cancer and diabetes. Area residents report smoking at a rate 30 percent higher than the state average; this total number of people smoking has also risen as compared to decreasing smoking rates in many areas of Massachusetts. The area has higher rates of obesity (28 percent vs. 25.8 percent statewide), high cholesterol (36.8 percent vs. 28.3 percent statewide), and high blood pressure (29.2 percent vs. 21.6 percent statewide).

Access to health care for area residents was also highlighted as a grave concern in several recent studies. The DPH behavioral risk factors report showed that the number of residents who had not had a routine check-up in more than five years was 39 percent higher than the state average, 8.2 percent in the Greater Fall River area as compared to 5.9 percent statewide. In addition, 11.4 percent of area adults reported not having health insurance coverage, and 9.2 percent reported wanting to visit a doctor but could not

because of cost. Despite the success of health care reform and the availability of health insurance to more families and individuals, the hospital continues to see many who still do not have health insurance.

This problem is compounded by the economic downturn, growth in unemployment and home foreclosures. Patients also report putting off necessary treatment because they cannot afford it, or the co-pays, and /or the prescribed medication. Saint Anne's remains one of the few "disproportionate share" hospitals in the Commonwealth, due to the high number of patients seen on government-subsidized health coverage or without insurance. We will continue to focus efforts on enrollment assistance for the uninsured and underinsured.

Target Populations

The target populations for our Community Benefits Plan as identified in our community health needs assessment data review include:

- Those without adequate health insurance, encompassing those without insurance and those who are underinsured.
- Residents of the Greater Fall River area who need health education, disease prevention, and health screening to promote healthier lifestyles and the earlier detection of disease, particularly those at risk for or diagnosed with heart disease, diabetes, and cancer.
- Children and families who are at risk for, or have been involved with, domestic violence, sexual abuse, and other forms of violence.
- Persons living with HIV or AIDS.
- At-risk elders.
- Those with limited English proficiency.

Community Benefits Plan Goals

The CABC has set the following long-term goals:

- Maintain membership of the CABC that represents the diverse Fall River community.
- Monitor outcomes of the hospital's Community Benefits services and examine these in comparison to community health assessment data.
- Review their findings with other health care planning groups in the community to avoid duplication and promote collaboration.
- Obtain feedback from the community on Saint Anne's Community Benefits services.

- Develop a prioritized outcome measure for each service to utilize in evaluating its effectiveness.

The CABC has set the following short-term goals:

- Act as an advocate to protect our community from public health risks and to promote greater availability of needed services to improve health.
- Set long-term goals for specific health-status measures for the hospital's Community Benefits Plan.

Community Assessment and Benefits Committee and Community Participation

The involvement of community members in the planning and oversight of the hospital as a whole and for our Community Benefits Program is highly valued. As a committee of the hospital's Board of Trustees (BOT), the Community Assessment and Benefits Committee (CABC) serves in an advisory capacity to the BOT on the Community Benefits Program. The CABC reviews, evaluates and recommends changes in the hospital's Community Benefits Program.

The CABC meets regularly, generally once a month. In these meetings, they solicit input from community agencies and organizations, review community health assessment and other pertinent data, assess the performance of current services, and develop recommendations for decision by the BOT regarding changes to or additions to the program. Minutes of the CABC are presented and discussed at the hospital BOT meetings.

Through August 2009, the designated coordinator of the Community Benefits Plan was the Director of Marketing and Planning, responsible for overseeing the assessment, development, coordination, implementation, and evaluation of the hospital's Community Benefits Plan. Beginning on September 1, the function was placed under a dedicated community benefits manager. As before, the function reports to the president of the hospital and the Caritas Christi Vice President of Community Benefits.

Copies of the Community Benefits Report are distributed to the BOT, hospital departments, and at community events. Information about our community benefits services is publicized in area news media, hospital newsletters and on our Web site. The committee developed a form to obtain feedback from the community on Saint Anne's Community Benefits services.

Community Assessment & Benefits Committee Members

Frank Cabral, Chairperson of CABC, Associate Director,
SER Jobs for Progress

Wendy Bauer, Director of Marketing and Planning,
Saint Anne's Hospital

Anne Ferreira, Coordinator, Public Relations,
Saint Anne's Hospital

Deldre Donaldson, Ph.D., Director, The Fernandes Center
for Children & Families, Saint Anne's Hospital

Philip Falzarano, Chief Operating Officer, PharmaHealth

Mary-Lou Mancini, Gabriel House

Sr. Carole Mello, OP, Director, Spiritual Care Services,
Saint Anne's Hospital

Kathy Emerson, Parish Nurse Supervisor,
Saint Anne's Hospital

David Ramos, Director, Hope House

Fanny Tchorz, Director, Interpreter Services,
Saint Anne's Hospital

Denise Wright, Clinical Director, SSTAR Health Center

Community Benefits Plan

In the past several years, the hospital has developed a number of new community benefits initiatives and continued to support an array of existing services. Saint Anne's CABC has utilized two strategies in the past few years to create new Community Benefits efforts as funding from the hospital for these is very limited given the expansive array of existing services. Over the past two years, Saint Anne's expanded its collaboration with both of our local health care centers to promote greater healthcare access in several ways which are detailed in the services description section of this report. This new collaboration reflects a continuation of our incubator strategy to help launch new programs developed in collaboration with other community organizations as well as for hospital-based initiatives and then pursue grant support for them. The latter has been a long-standing successful strategy for Saint Anne's and our community, bringing new services and dollars into the community and insuring the continuance of these services particularly in today's challenging financial environment for hospitals.

Community Benefits Budget Process

Budgeting for Saint Anne's Community Benefits program is part of the annual budget planning process. Existing programs have identified hospital managers responsible for developing these budgets, and the coordinator of Community Benefits develops budgets for newly proposed initiatives. Budget needs for the programs are part of the on-going review conducted by the CABC and are shared with the Board and senior management at their meetings. In 2009, as in the past several years, we have been successful in obtaining funding for a portion of our community benefits services.

Measuring Outcomes and Evaluating Effectiveness

Community Benefits services are reviewed by the CABC annually for effectiveness. Most programs have set performance measures as a part of the hospital's yearly performance review process and in keeping with grant funding requirements and other regulatory requirements. Other measures of effectiveness and need such as waiting lists, requests for expanded services, etc., are considered in evaluating a program's success. Committee members are asked to fill out a review form on each program presented, which evaluates how well the program is doing and meets our community needs assessment targets. The CABC has set as a long-range goal the establishment of a prioritized outcome measure for each service to use in evaluating its effectiveness. The CABC believes that the programs and services described in this annual report effectively and efficiently meet multiple health care needs for our target population and geographic area.



V. Current Community Benefits Services of Saint Anne's Hospital

In FY 2009, Saint Anne's Hospital created two formal advisory committees in keeping with the recently revised Massachusetts Attorney General's General Guidelines for Non Profit Hospitals.

Two advisory committees are the Community Benefits Hospital Leadership Team (made up of the president and senior leaders responsible for overseeing the delivery of services to patients) and the Community Benefits Advisory Committee (made up of leaders from area health and human service organizations, and formerly known as the Community Assessment and Benefits Committee). The Plan will be implemented and monitored for effectiveness and refinements as needed by the two committees throughout the year.

This report will refer to the CABC for accuracy in reporting FY 2009 activity.

Meeting Societal Concerns and Individual Needs

Health Access Collaborative: Leveraging Hospital Leadership to Meet Needs

In April, 2000, a representative of Health Care For All, a health care advocacy organization, came to meet with hospital leadership to request their help with a demonstration project for Southeastern Massachusetts to develop strategies that would help communities increase access to health care for persons with limited English proficiency. Saint Anne's agreed to be a part of this effort and was the initial organization in the region to step up with their commitment and staff resources.

They grant funded a consultant to work with area hospitals, health centers, human service organizations, and legislators to assess the need for improved interpreter services and develop strategies to meet this need. The Community Benefits Coordinator of Saint Anne's served as the chair of the steering committee formed by these organizations for this purpose.

Under this structure, the steering committee, composed of senior managers of the participating organizations, conducted a needs assessment based on data and in-depth interviews with staff of the health and community organiza-

tions. From this plan, the Health Access Collaborative (*see list on next page*) was created as a mechanism for organizations to pool their efforts in an ongoing collaboration to improve access to health and related services in locations where persons with limited English proficiency seek services.

The strategy was to bring together the authority, skills, and resources necessary to make changes across the region. Saint Anne's Hospital, along with other area hospitals, contributed several thousand dollars to pay a portion of the consultant's time after the demonstration grant funding ended and the project was still in its developmental phase. Under the strong support of Saint Anne's, the collaborative persevered; and in October, 2001 the Health Access Collaborative was incorporated as a nonprofit organization with a \$50,000 one-year, "start-up" grant.

In April 2002, the Health Access Collaborative was successfully awarded its first grant from the Blue Cross Blue Shield of Massachusetts Foundation. Both Saint Anne's Hospital and other area hospitals contributed matching funds and in-kind services (training space, mailings, staff expertise) that were necessary to obtain the grant.

The grant funding was to train 40 bilingual staff of participating organizations of the Health Access Collaborative in basic and medical interpretation as well as to help develop close routine working relationships for these organizations which foster cultural competency. The training was tailored to the needs of collaborative organizations and the populations they serve. In FY 2003, over 40 bilingual staff from more than 10 agencies had received certificates for the completion of a basic and/or advanced medical interpretation course emphasizing cultural sensitivity.

The Collaborative also expanded to bring class members and other staff of the participating agencies to help enhance the outreach and education on diabetes to targeted ethnic groups in the Fall River. In this way class members were able to increase their knowledge about diabetes, and get some first-hand experience in providing medical interpretation to diverse language group including several outreach sessions to Cambodian organizations. The Collaborative continued to receive BC/BS Foundation funding through FY 2006. Saint Anne's contributed \$7,000 in FY 2009 and another area hospital system provide substantial annual financial support to the collaborative as well.

**Health Access Collaborative of
Southeast Massachusetts, Inc.**

Frances Fuller, Chair

*Director of Oncology & Specialty Services
Southcoast Hospitals Group*

Wendy R. Bauer, Immediate Past Chair

*Director, Marketing and Planning
Saint Anne's Hospital*

Fred Grose, President

Health Access Collaborative

Ellen Banach

*VP, External Relations
Southcoast Hospitals Group*

Helena Marques

*Executive Director
Immigrants' Assistance Center*

Jim Rattray

*Chief Marketing Officer
Southcoast Hospitals Group*

Joan M. Menard

*Senator
Massachusetts Senate*

Michael J. Rodrigues

*Representative
Massachusetts House of Representatives*

Sheryl Turgeon

*Executive Director
HealthFirst Family Care Center*

Marin Vat

*Executive Director
Khmer Family Resource Center*

Denise Wright

*Clinical Manager
SSTAR Family Health Care Center*

Executive Committee:

Frances Fuller, Chair

Wendy R. Bauer, Immediate Past Chair

Fred Grose, President



Organizations Represented:

*Greater New Bedford Community Health Center
HealthFirst Family Care Center
Immigrants' Assistance Center
Khmer Family Resource Center
Saint Anne's Hospital
Southcoast Hospitals Group
SSTAR*

In FY 2005 and FY 2006, the collaborative efforts focused on continuing interpreter training as well as training for community health care and government leaders in cultural diversity sensitivity particularly in the health and human services settings. Our Director of Interpreter Services was instrumental in helping to develop and provide sessions at Saint Anne's Emergency Room as well as at their own agencies for participants from two area health centers enrolled in Health Access Collaborative interpreter training.

The collaborative efforts in FY 2009 focused on increasing skills for bi-lingual staff at area health centers in collaboration with area hospitals. These staff were able to have guided experiences in Saint Anne's Emergency Department to gain first-hand experience to up-grade their interpreting skills for urgent and crisis care. Going forward the collaborative anticipates significant challenges for funding in the tightening economy affecting our members and sources of grant funding.

Health Insurance Enrollment and Outreach Program
In July, 2000, Saint Anne's Hospital launched our Health Insurance Advocacy and Outreach Program to provide community outreach, education, advocacy and enrollment assistance to those who need health insurance coverage. This outreach effort was developed as a result of the review of community needs conducted by the CABC over the prior year. A dedicated staff person was hired in July 2000 for this program, which is administered by the hospital's Community and Social Work Services.

Hearing numerous representatives speak with the committee about the needs of the Greater Fall River area, it became clear that such an outreach effort would be one of the most effective ways we could impact the health and well being of area residents. Time and again at their meetings, members heard about the need for improved access to health care for the working poor, the elderly, those with language barriers, those without transportation, and more. The committee believed that increased outreach into the community by the hospital was an important component to reaching many of the uninsured or underinsured.

While the hospital had dedicated Patient Financial Services staff available to assist those in need to enroll in the many government-funded health plans, the CABC decided that an outreach effort directly in the community was needed. Past outreach efforts offered by this department had very positive responses at community health fairs and events. Promotion of enrollment assistance in community fliers and newsletters resulted in hundreds of telephone calls.

This effort was designed to pair with the many other outreach services that the hospital offers, such as Congregational Health/Parish Nursing, as well as other agencies' efforts. The Health Insurance Advocate's/ Community Resource Liaison (named changed in 2005) position provides direct help with the many required application forms and the filing of these for enrollment as well as assisting in promoting health education, coordinating interpreter services, and providing referrals to health care providers and services, as needed.

The hospital was the sole support for this program in its start-up year FY 2001 with costs just under \$32,000. In FY 2002, we were successful in receiving a grant of \$15,000 in the first cycle of grants awarded by the Blue Cross Blue

Shield Foundation of MA to help support this program, particularly through increased outreach to those who have none or limited-English speaking skills. Although the Blue Cross Blue Shield Foundation did not continue funding in FY 2007, the hospital remained committed to the goals of the Program at a cost of \$15,000.

In FY 2008, Saint Anne's continued to underwrite the cost for a part-time Community Outreach Coordinator to continue this vital role. Our advocate continues to do strong community outreach resulting in assisting over 1,088 individuals and families to obtain or improve their health care coverage in FY 2009 with a total of 1,451 total contacts. In addition, since the Community Resource Liaison is knowledgeable about resources available in the community, she is able to connect needy individuals with prescription programs, medical care, food banks and social service agencies. In FY 2009, this position reports to our Patient Care Financial Services to maximize outreach and assistance efforts for our area where affordable health insurance remains a challenge for too many.

Interpreter Services - Serving Our Culturally Diverse Community

Interpreter Services-Caring for a Culturally Diverse World

In keeping with our mission, Saint Anne's provides a range of services through our Interpreter Services, for which the hospital assumes the majority of the costs. Costs of our interpreter staff and services were \$303,849 in FY 2008 and \$300,571 in FY 2009. Saint Anne's has responded to the growing need for these services in our culturally diverse community providing interpreter services 24 hours a day, seven days a week to non-English- and limited English-speaking patients, family members, and staff. Interpreters are multilingual and multicultural individuals who serve as liaisons to diverse groups to reduce cultural and linguistic barriers. Staff is available to provide interpretation in person, by writing, or by telephone.

Staff interpreters speak Portuguese, Spanish, and Creole, and provide translation services upon request. The department utilizes on-call staff, and other community agency staff for all other languages. Telephonic interpretation services include Deaf-Talk Inc. Services and Certified Languages International for the deaf, hard-of-hearing, and visually

impaired community. These agencies provide 24-hour interpretation coverage with the availability of over 150 languages when a "live" interpreter cannot be immediately available.

Interpreters provide information, culture assessment, and referral services for patients and families. The staff offers assistance with interpretation of treatment and surgical procedures, patient education, consent forms, discharge instructions and much more.

Interpreter Services staff is involved in a range of activities to promote cultural education, outreach, and a greater understanding of our diverse community. They provide training to hospital staff as well as to the community. These efforts help Saint Anne's to provide greater access to quality health care for each patient regardless of race, language, or ethnic background.

Cambodian Community: Interpreter Services works closely with the Cambodian Community of the Greater Fall River area by providing freelance interpreters to assist patients with testing at the hospital, and serves as a liaison to the Multicultural Health Committee in identifying the health care needs and issues in Fall River.

Community Newsletter: Interpreter Services creates a bi-annual newsletter that is distributed throughout the hospital and is available to the community. The newsletter gives readers an inside look into Interpreter Services including valuable statistical information, recent events, department news, and educational opportunities.

Developing Interpreter Services In The Community: The Interpreter Services Department in partnership with the Health Access Collaborative, a nonprofit, corporation dedicated to improving health care for persons with limited English, has reached out to the community and together they have begun to develop a unique program to establish Interpreter Services at HealthFirst and SSTAR community health centers which serve the Greater Fall River area. At both facilities, SAH Interpreter Services educates and trains the employees encompassing interpretation skills, cultural diversity awareness and sensitivity, and offers workshops in the Portuguese, Spanish, and Cambodian cultures.

Educational Workshops & Fairs: Interpreter Services provides several educational workshops and trainings, and participates in various health fairs throughout the year to a variety of ethnic and cultural organizations and groups. By participating in such events, they are mutually strengthening a greater understanding of cultural differences and the ways we interact with others.

International Interpreter Services Day: On this day, medical interpreters internationally celebrate the interpreting profession. It is celebrated once a year in September by SAH medical interpreters to spread valuable information about the department and the outstanding services it provides to hospital staff members and patients.

International Medical Interpreters Association (IMIA): Each member of the SAH Interpreter Services department is a member of the IMIA. Participating in such an association and attending the IMIA annual conference allows the interpreters to gain a continuous up-to-date knowledge of any and all linguistic educational opportunities. It also offers the opportunity to network with out of state and international members, and have access to valuable resources of current medical terminology and health information. Each member has pledged to obey and follow through with the IMIA Code of Ethics.

Local Parishes: The Interpreter Services Department has joined with the choir of one local parish to help in carrying out Saint Anne's mission by providing music in multiple languages in the hospital chapel at selected times throughout the year. The music of the Santo Christo Church choir provides inspiration and encouragement to patients and staff members providing them with comfort and strength in their daily lives.

Prayer Group Sessions: The Interpreter Services department participates at the weekly prayer group sessions at Saint Anne's Hospital's Chapel every Tuesday that focuses on spirituality and prayer. All religious faiths are welcome to attend, and any special requests can be made by contacting the director of the department.

Scholarships For Our Community: Interpreter Services works very closely with Saint Anne's Multicultural Health Committee to provide scholarships to students in our community. The Multicultural Health Committee comprises community leaders, members of our diverse communities,

and staff of Saint Anne's Hospital. The committee works to identify and address the needs of the community and promotes a better understanding of the various cultures within the Greater Fall River Area. In an effort to advance higher education within our diverse community, scholarships are distributed on a yearly basis. A nursing scholarship in memory of Maria E. Cabrales, an employee who passed away in 2003, is also awarded. Scholarships are awarded to bilingual/bicultural community individuals, Saint Anne's employees, and their immediate family members. The Maria E. Cabrales scholarship is awarded to a nursing student.

Spanish Community: Hispanos Unidos is a group of health and human service providers who speak Spanish. Their goals are to educate, network, and spread awareness on issues of concern to the Hispanic community and those that care for it. Interpreter Services fully supports and participates in this group, and their annual goal is to up-date a Bilingual Speaking Provider Directory available to the community free of charge.

Training Local Students: Interpreter Services has joined forces with Bristol Community College/Luso Centro in aiding students participating in their Interpreter Program each semester. As part of the practicum requirements, various students are selected to shadow and train with our medical interpreters at Saint Anne's Hospital. The department is pleased to be a part of furthering bilingual education to meet the demands of our diverse community.

Multicultural Health Care Committee

Over the years since its inception in 1984, this committee has expanded to leaders and members of the Cambodian, Hispanic and Portuguese communities, hospital staff, and trustees.

A number of issues affecting the community have been identified. Access to health care, communication barriers and a need for a better understanding of the different cultures of our Greater Fall River community have been addressed. The committee has been credited with a number of significant accomplishments providing health topics related to cultural groups, courses in English as a second language and practical Portuguese; hiring of bilingual personnel and offering annually, six \$500 multicultural scholarships to employees, employee relatives, and community members

who wish to pursue health care careers. Scholarships are awarded on the basis of a set criteria including residency in the Greater Fall River area, pursuing a degree in nursing and/or health care related profession, and being bicultural and/or bilingual. These are awarded annually and funded by Saint Anne's Hospital.

Multicultural Health Committee Members Community Members:

Lisa Alves, Fall River WIC Program
Ana Aubut, United Neighbors of FR
Odete Amarelo, Fall River School Department
Giovanna Borges, Catholic Social Services
Dr. M.M.Campbell, Fall River Career Center
Jenny DiBlasi, FACE
Shirley Davis, Senior Whole Health
Keisha De Jesus, SSTAR Family Healthcare Center
Kelly Demenezes, MA, MSW, CAGS, Seven Hills Behavioral Health
Anthony Drigo, SCOP, Inc.
Joseph Fernandes, MA Rehabilitation Commission
Karen Fischer, SSTAR
Mark R. Frey, Community Connections of Brockton
Michaela Gagne, Saint Vincent's Home
Wendy Garf-Lipp, United Neighbors of Fall River
Janine Gendreau, Arbour Counseling Services
Courtney Greenwood, Arbour Health System
Tom Hannigan, NORCAP Lodge
Paula Harrison, Health First
Linda Hennessey, HealthFirst
Carol Hernandez, Catholic Social Services
Saem Srey, Khmer Freelance Interpreter
Jenna Lagasse, Fall River Mass CALL 2 Coordinator
Linda Larsen, YWCA of Southeastern MA
Marianne Arruda Martin, American Cancer Society
Valentina Martinez, New Bedford YWCA
Janice Mendes, SE Center for Independent Living, Inc.
Mary M. Midura, BSEd, CEIS, People, Inc.
Connie Mota, Senior Whole Health
Bobbi Patrick, Nonotuck Resource Associates
Susana Ponte, FR Council on Aging
Brenda J. Rivera-Saunders, CelticCare Health Plan
Pamela Ross, John C. Corrigan Mental Health Center
Gloria Salinas, Citizens for Citizens-Head Start
Sokvann Sam, MA Rehabilitation Commission
Ana Silva, YWCA of Southeastern MA
Lizette Soares, Bristol Elder Services

Karen Sullivan, SE Center for Independent Living, Inc.
Brenda Viveiros, BMC HealthNet Plan
Pamela Wildnauer, Citizens for Citizens, Inc.

Staff:

Victoria Cortes-Ramirez, Fernandes Center for Children & Families
Patricia Botelho, Professional Practice, Research and Development
Donna Cantin, Blood Bank Supervisor
Rose Couto, Diabetes Education
Nellie Jacob, Patient Care Director of ED/Pediatrics
Lisa DeMello, Quality Resource Management
Jessica Martins, LICSW, Youth Trauma Program/DRIVE Program
Sr. Carole Mello, OP, Spiritual Care Services
Wendy Merriman, Parish Nursing
Diane Palmer, Volunteer Services
Wendy Rego, Interpreter Services
Jennifer Salem-Russo, LICSW, Youth Trauma Program/DRIVE Program
James F. Sheehan, Community Benefits Manager
Fanny Tchorz, Interpreter Services

The committee also offers:



Hispanic Outreach
From its beginning as a luncheon with Spanish-speaking staff of health, education and social service agencies in an Southeastern Massachusetts, **Hispanos Unidos** has been an incorporated non-profit organization and functioned as such for the last 10 years. The hospital continues to assist with clerical support and mailings

and participates at meetings and events of this new group. A Spanish Health and Human Services Provider Directory was developed and updated every year and distributed throughout Southeastern Mass free of charge. The hospital supports periodic updating of this directory.

Hispanos Unidos Members:

Fanny Tchorz, Saint Anne's Hospital, Interpreter Services
Director, Multicultural Health Committee Chair
Lizette Soares, Bristol Elder Services, Inc.
Wendy Rego, Saint Anne's Interpreter Services
Susana Ponte, FR Council on Aging
Victoria Cortes-Ramirez, Fernandes Center for Children & Families, Saint Anne's Hospital

Compassionate Care Fund

Saint Anne's Compassionate Care Fund was created in response to the needs of the poor and indigent in our community. Patients are eligible to use the fund if they or their families are unable to pay and/or if they are not covered by an insurance plan. Vouchers may be used for prescriptions, supplements, non-durable medical supplies, or other direct patient needs. The Compassionate Care Fund is another way Saint Anne's responds to the real problems of real people. Monies are raised through the efforts of the hospital's Office of Development. In FY 2009, \$67,518 in expenditures from this fund was used to meet health care needs for the individuals and families served.

Hope House

On September 17, 1994, Saint Anne's Hospital opened Hope House for persons with mid-to-end stage AIDS. In the early 1990s many in the community and at the federal level became more aware that a growing number of persons with AIDS were subsisting and dying on the street, in temporary shelters, or in dangerous drug houses. Through a collaboration of these groups, Saint Anne's was able to establish Hope House by obtaining more than \$500,000 in grants and low-interest loans. The program is fifteen years old.

Hope House can shelter up to ten people in its homelike environment in close proximity to the hospital and continues to provide its residents with nursing care, psychological support, meals, and transportation as it has since its inception. At its opening in 1994, it was the only such residence in Southeastern Massachusetts, and it remains the only one in the state that accepts individuals with mid-to-end stage AIDS.

Hope House is staffed by a clinical director who is a registered nurse, a part-time nurse, social worker, and direct care house staff who are all certified in their respective fields. The clinical director provides ongoing education and outreach in the community to the local high schools,

colleges, and universities, and provides technical assistance to the local hospitals, and the medical community.

Hope House receives subsidies for rental assistance from HUD's Shelter Plus Care Program, and is funded in part by the Department of Public Health's Bureau of HIV. The program is licensed by the Division of Medical Assistance as a provider of Group Adult Foster Care, and Targeted Case Management. Hope House continually operates at maximum capacity of ten.

VI. Building Strong Families

Youth Trauma Program

The Youth Trauma Program provides diagnostic evaluation and psychotherapy to children and young adults ages 3-21 who have witnessed violence, been sexually abused or lost a loved one due to homicide. The program is grant-funded through the Victims of Crime Act and is free of charge. Each year, approximately 140 children and families are seen in the program. In addition to providing age-appropriate, sensitive treatment for the child victim, the program also provides supportive services to the victim's family. Child victims are assisted through all phases of their recovery, from contact in the Emergency Department to coordination with schools and support through the legal process. This program is recognized as one of a few in the state with expertise in providing forensic sexual abuse evaluations when there is a concern a child may have been sexually abused; staff are trained in using the protocol from the National Children's Advocacy Center for sexual abuse evaluations.

This program is recognized as one of a few in the state with expertise in working with children with developmental disabilities who have been abuse victims. Services are free of charge. Specially trained social workers provide individual and group therapy at the program and in schools. Program staff offers a range of specialized groups such as expressive art therapy, social skills groups, and groups for parents whose children have been sexually abused. The program in FY 2009 provided assistance to over 435 children and parents. In addition to direct services for victims and their families, program staff also offer consultation and outreach to area health and human service providers such as pediatricians, schools, and mental health agencies to assist them in identifying victims and helping to prevent abuse through awareness training.

The Youth Trauma Program is supported in part by the Victims of Crime Act (VOCA) funds, along with funding from the hospital. In FY 2009, the Massachusetts Office for Victim Assistance awarded the Youth Trauma Program \$160,431 while the hospital's contribution is approximately \$42,475. This program is a reflection of Saint Anne's efforts to respond to the specialized needs of our youth and their families—and to work with them and other providers to end the "cycle of violence" that is all too prevalent locally and nationwide. The Youth Trauma Program is administered by our Fernandes Center for Children & Families.

D.R.I.V.E. Program: Helping victims of drunk/drugged driving crashes

In FY 2004, our Community and Social Work staff was successfully awarded \$50,000 from the Massachusetts Office for Victims Assistance through the Drunk Driving Trust Fund to provide counseling and treatment to victims of drunk/drugged driving crashes and their families. These services continued to be provided in FY 2009 with reduced funding of \$24,043. Community outreach to raise awareness of this issue to high school and college-aged students on the effects of drunk/drugged driving is another component of this service entitled the D.R.I.V.E. (Drug/Alcohol Related Injuries from Vehicular Events) program.

While victims of drunk/drugged driving receive needed medical care, few receive any behavioral health services to help them deal with the emotional and psychological issues they and their families may have as a result of a drunk/drugged driving related crash. Grant monies included funding to provide a public awareness campaign to increase the number of victims and family members seeing these services. Our D.R.I.V.E. staff is planning a campaign for December 2009 with support from our public relations department. It will include radio public service announcements to highlight the dangers of drinking and driving with a focus on the high-risk time of the holiday season.

The Fernandes Center for Children & Families

The Fernandes Center for Children & Families (FCCF) provides family-centered, coordinated care for children with behavioral, developmental and special health care needs. The impetus for the Center came from our participation in the Fall River School Task Force, Child Protection Council, and numerous requests from pediatricians and other community groups working to serve children. Through these,

Saint Anne's found the following factors that put many area children at greater risk for developing physiological and psychological problems:

- The Greater Fall River community has over 33,000 children.
- In Fall River, 21.7 percent of children under age 18 live below the poverty line as compared to 13.2% for all of Massachusetts.
- Of the total births in Fall River, close to 40 percent had public funding.

The Center not only provides needed services (for which families used to travel to large teaching hospitals), but also provides a secondary prevention model of care for children with chronic diseases serving to reduce morbidity and family distress. The Center provides ambulatory evaluation, diagnosis, and treatment for these children. Saint Anne's recruited the area's first developmental pediatrician for the Center, which is directed by a behavioral/clinical psychologist (Ph.D.).

Housed in renovated space (funds were donated by the Friends of Saint Anne's and the hospital), the Center occupies and oversees administratively the pediatric specialty clinics, which have been operating for more than 20 years at Saint Anne's. Our pediatric rehabilitation staff also moved into this space. Beginning in 1998, the Center expanded services to provide consultation and therapeutic services on site in area schools. Perhaps the greatest demonstration of need for these services locally is the fact that all specialties have a waiting list for services, most of which average two to three months. The hospital has provided substantial financial support for the Center's services.

"Reach Out and Read" – Promoting Reading Literacy

As a part of its holistic family-centered approach, FCCF adopted the "Reach Out and Read" program that began at Boston Medical Center to emphasize the importance of reading to the parents/caretakers of children ages 0 to 5. Volunteers and staff educate parents on the importance of reading to their children and give books to their young clients to take home. A local company has provided partial support for the purchase of the books and bookshelves. The program must raise several thousand dollars each year to support this effort, which they do through fund-raising events.

In 2007, Fall River was named the first "Book End City" nationally by the Reach Out and Read Foundation as every pediatric practice and provider has adopted this program. The Medical Director of Saint Anne's Fernandes Center for Children & Families, Jeannine Audet, M.D., was recognized for her championing and ardent advocacy of this program.

Community Outreach and Education to and for Children

Additionally, the Center provides parent education workshops and for-credit professional training on topics such as autism and depression in children.

Pediatric Community Nursing and Education
Our experienced pediatric nursing staff provide a number of community and educational programs aimed at strengthening parenting skills and promoting healthy development.

The majority of these programs are provided free of charge to parents who would not have the means to pay. Class size is kept small to maximize learning. They are offered at a variety of sites in the community such as the local high schools' teen-parent program, area Head Start programs, and early intervention sites, as well as at the hospital. For a small fee, certified courses for parents in how to develop personal safety skills in their children and a "Safe Sitter" course for children are provided.

Growth and Nutrition Clinic of The Fernandes Center for Children & Families

For reasons that are often difficult to determine, some children suffer from chronic undernourishment or failure to thrive. Physiological disorders, stress within the family, and poverty are frequent causes of this persistent, difficult-to-treat syndrome. In eastern Massachusetts where an estimated 173,000 children go to bed hungry, and another 115,000 are at risk of being hungry, the problem of under-nutrition threatens the lives and well being of many infants and young children. The Growth and Nutrition Clinic at Saint Anne's offers a multi-disciplinary approach to evaluating and treat-



ing children with this disorder and to providing education and support to parents. The DPH, private insurance, and the hospital fund the clinic.

Cancer Detection, Early Prevention and Lasting Support **Oncology Screenings**

Saint Anne's Hospital Regional Cancer Care offers the latest advances in clinical treatment. To promote these—particularly for the uninsured, under-insured, indigent, immigrant and non-English-speaking populations—our Hudner Oncology Center provides free periodic cancer screenings and educational programs in the community and at the hospital. Once again in FY 2009, our oncology services provided free of charge a Skin Cancer screening in May and a Prostate Cancer screening in September.

Oncology Education and Support Services

Since a diagnosis of cancer affects both individuals and their families in so many ways, Saint Anne's Hospital Regional Cancer Care offers many free educational and support services that complement other supportive services. These services are available to all patients with cancer and their families, regardless of whether or not they are patients at Saint Anne's. The following groups are offered throughout the year at locations in Fall River and Dartmouth and provide needed support to hundreds of people each year.

- **Common Ground:** An education and support program for men and their families coping with prostate cancer.
- **Conversations:** A complementary cancer education and support program for women.
- **Get Fit, Live Fit:** A unique supportive exercise program allowing women with cancer to explore numerous ways to exercise and learn new ways to relax, and to encourage them to participate actively in exercise/relaxation activities as they live with or recover from cancer
- **Survivors Celebrating Life:** A survivor group that plans and coordinates social and educational activities throughout the year.
- **Hand in Hand:** Provides cancer patients with support from survivor volunteers.

- **General Cancer Support and Education:** A group for all people with an active cancer diagnosis to share their experiences hopes and fears in a mutually supportive setting.
- **Relaxing Yoga:** Offered to any patient with a cancer diagnosis.
- **Scrapbook and Journaling:** A creative therapy program for cancer survivors.
- **Women's Boutique:** A service of Saint Anne's Hospital Regional Cancer Care that offers products (wigs, scarves, hats, etc.) at low or no cost for women who are experiencing hair loss due to cancer treatment.
- **Patient Lending Library:** A collection of health/wellness books for patients to borrow at no charge.
- **Oncology Book Club:** Open to all patients, the Oncology Book Club meets on a monthly basis for discussion on book choice of the month.
- **Patient Wellness Day:** Bi-Annual event for all patients and their families. Patients visit exhibits on various topics such as cancer-related fatigue, lymphedema and nutrition. Free chair massage and gentle touch sessions are also offered.
- **Annual National Cancer Survivor Day Celebration:** Annual event to celebrate and honor cancer patients. Offered free to patients and their families.
- **Annual Survivor Christmas Party:** Offered free to all patients and their families.

Additional programs that are provided periodically throughout the year by Saint Anne's Hospital Regional Cancer Care in conjunction with the American Cancer Society include:

- **"Look Good, Feel Better,"** a bi-monthly program that features specially trained area cosmetologists who demonstrate ways to work with makeup and wigs for those who have experienced hair loss and other changes due to cancer treatment.
- **"I Can Cope,"** a quarterly educational program for people facing cancer, either personally, or as a friend or family caregiver.

Community Outreach: Promoting Healthy Lifestyles

Community Programs and Health Screenings

Efforts to reduce deaths and disability caused by our nation's and Greater Fall River's largest killers—heart disease and cancer—must begin with education, since so many of the factors contributing to these diseases relate to diet, tobacco use, and lifestyle. The rising incidence of diabetes in our area is also a great cause for concern with many potential health effects. The CHNA health assessment data show that Fall River has above-average rates for modifiable health risks such as smoking, sedentary lifestyles, and obesity. Saint Anne's staff provide a range of free and low-cost health education sessions and health screenings each year to promote leading healthier lifestyles and early detection. In particular we have added programs for diabetes education and management and heart health lifestyles.

In 2000, we began to offer annually a regular series of American Lung Association-certified "Smoking Cessation" sessions. Through our Diabetes Services staff, we provide a monthly education and support group with an average attendance of 25 people, as well as several special diabetes screenings each year and staff participant in numerous health fairs. In FY 2009 we held our 8th annual Decoding Diabetes Health fair attended by close to 200 individuals with diabetes. Attendees listened to physicians and other clinicians give talks on various aspects of diabetes management and to a range of exhibitors providing specialized services and technology for those with diabetes.

The program, including a Portuguese speaker and the hospital's Interpreter Services staff, assisted non-English speaking attendees with taking full advantage of all the learning opportunities. Other hospital staff also responded to requests from area employers to support their health fairs with screenings and educational activities.

Ambassador Program

The Ambassador Program allows Saint Anne's the opportunity to connect with the community on many different levels. In FY 2009, Saint Anne's Hospital Ambassadors represented the hospital at over 100 events, including community health fairs, educational forums, soup kitchens, mentoring middle school children and health screenings. Our ambassadors are active members of over 37 community organizations, serving as board members of key local and national organizations, such as the Rotary Club of Fall River, the Diabetes Associa-

tion, the American Cancer Society Southeastern MA & RI chapters, Big Friends, Little Friends and the Massachusetts Board of Registration in Nursing.

Our goal for FY 2010 is to increase the number of ambassadors participating in the program as well as expand our outreach to share our expertise in health education and prevention to contribute to healthier lives in our community and the surrounding communities that we serve.

Treating the Whole Person

Congregational Health/Parish Nurse Ministry

The Saint Anne's Hospital Congregational Health/Parish Nurse Ministry, which started in 1995, continues to help fulfill the hospital's overall mission and Community Benefits mission to the community by developing partnerships with many different places of worship and community agencies. The Parish Nurse serves as a resource person, personal health counselor, health educator, coordinator of volunteers, organizer of support groups, advocate, community liaison, and has the role of defining the relationship between one's faith and one's health. The Parish Nurse's primary focus is the intentional care of the spirit.

In 2001, Saint Anne's Hospital's Parish Nurse Ministry was accepted as an educational partner of the International Parish Nurse Resource Center and awarded the Basic Parish Nurse Preparation Curriculum. This Basic Education continues to be offered yearly at Saint Anne's from September to May.

The program has expanded from Southeastern MA to Lawrence, MA and west to Framingham, MA. It also includes all of Cape Cod and all of Rhode Island. It is open to all faith denominations. As of May 2009, 127 RNs have completed the Basic Parish Nurse Education Program. In the current class, which started in September 2009, 16 nurses are enrolled and 6 members are from the Fall River catchment area.

The Congregational Health/Parish Nurse Program is accountable to Mission and Spiritual Services. Along with their director, there is a staff of four who share one full time position. They not only recruit and educate the Health Ministers and Parish Nurses, but also provide ongoing support, consultation and spiritual enrichment.

Usually a speaker from a local community resource is invited to educate the Parish Nurses about their available services, including how to assess the target audience it serves. The speaker also discusses how to make a referral to the agency and to explore how the community resource and faith community can work together.

Local community agencies involved in 2009 included: Saint Anne's Hospital Youth Trauma Program; Celiac Association Support Group #90; Somerset Ridge on Alzheimer's disease; Waring Sullivan Funeral Home on advance directives and planning of funerals; Diabetes Association of Fall River regarding new treatments, diets and medications for diabetes; Elderfirst on how care managers can work with parish nurses to help elders in their congregations; and a CVS pharmacist on services available to people in the community such as Minute Clinics, Prescription Advantage Program, Elder Care Services, Office of Health and Human Services, contacting pharmaceutical companies to see if they can give coupon vouchers and the services available at local pharmacies.

The Parish Nurse then presents this information from local resources to members of their congregation and begins collaboration with the community resource as needed. There are also a Cape Cod Cluster Group and a Blue Cluster Group covering Taunton, Middleboro, Easton, Bridgewater, Norton, and Mansfield.

In 2009, the program also collaborated with University of Massachusetts, Dartmouth. A local parish nurse who is also an instructor there worked with a university student on an in-depth needs assessment of members of a local congregation. The results of this assessment were then presented at a Red Cluster meeting. In the summer of 2009 per the request from the University, we mentored a local graduate student. The student was an RN, who had completed the Parish Nurse Program in May 2009 and was beginning a Health Ministry at her local Church. This mentorship experience proved to be an invaluable positive experience for all.

The Congregational Health/Parish Nurse Program staff also collaborated with Saint Anne's Hospital to dispense important information to Parish Nurses and their Faith Communities in the Fall River area regarding Senior Whole Health, H1N1 and Cardiac Disease.

On October 27, 2009 as Ambassadors from Saint Anne's Hospital, "Professor Love Bug" (Member of Parish Nurse Faculty) and "Nurse Betty" (RN from North one Saint Anne's Hospital Class of 2007 Parish Nurse Program) visited St. Michael's Elementary School, Fall River, MA. There were 186 school children from kindergarten to sixth grade who enthusiastically attended a presentation on prevention of the flu and other diseases with proper hand hygiene using "Henry the Hand's Principles on Hand Awareness." Coloring books and flyers were given out for students and parents. The school administration were given "Preparing for Flu: An Information Tool Kit for Schools" (CDC) and "Hand Washing Lesson Plans: Kindergarten to Sixth Grade" (MA DPH). In 2009 with their permission local Parish Nurses, contact information has been given to Saint Anne's Hospital for notices of activities and programs sponsored by the hospital. The intent is to share this information with their Faith Communities.

Saint Anne's Hospital Parish Nurse Picnic

On September 22, 2009, the courtyard of Clemence Hall was filled with over 40 Parish Nurse alumnae and five new Parish Nurse students who attended the Saint Anne's Hospital Parish Nurse Picnic event. All agreed it was great to see former classmates, catch-up and to network. Dr. Peggy Matteson, FCN, of Salve Regina College spoke to the group on H1N1 Preparedness. The group had a lively discussion on how the virus will impact congregations during flu season and how to keep congregations healthy this winter.

Saint Anne's Hospital Parish Nurse Continuing Education Outreach

Fourteen parish nurses from Rhode Island and Massachusetts took the opportunity to attend the three-day intensive workshop, "Your Journey with God and Self." The presenter was former Clinical Pastoral Education Supervisor at Saint Anne's Hospital. The parish nurses left with tools on: how to look at the human condition, how healing can happen when we listen closely to the patient's story and feelings, listening well and being present, using our heads and our hearts, self-reflection, presence of the Holy, grace to accept what happens and venues of care giving.

Food Pantry

The city of Fall River continues to have a lower median wage than the state average and a higher percentage of elderly and other individuals who are dependent on some form of public assistance. For many families and individuals, buying sufficient, nutritious food is often not possible. Recognizing that poor nutrition can lead to a host of health problems, the hospital helped to launch the Fall River Food Pantry more than a decade ago. It has remained a community-wide initiative to feed the city's hungry. Open several times a week, at a centrally located church, Food Pantry staff dispenses approximately 12,000 bags of groceries annually. The hospital continues to support the program contributing over \$41,684 in FY 2009. Through the involvement of Bristol Elder Services, many of these groceries are delivered to at-risk, homebound seniors.

Providing for Our Seniors

Behavioral Medicine Services

The Greater Fall River area has a higher proportion of elders than the state average, many of whom are in a low-income bracket. These factors result in a larger number of our elders who are at increased risk for mental illness and health problems.

Our Center for Behavioral Medicine at Saint Anne's offers specialized treatment programs to meet the needs of men and women 45 years and older. The partial hospitalization program specializes in treating patients who, with a psychiatric diagnosis, have not responded to outpatient treatment and are at risk for hospitalization or may require further intervention following inpatient treatment. Duration of treatment varies between 15 to 30 visits. Patients attend the program generally five days per week, and transportation is provided for those in need from a wide geographic area. Many elderly patients had difficulty attending a five-day-a-week program due to age and illness and conflicting medical care appointments. In 2006, an Intensive Outpatient component was added to provide a similar service three days a week and fewer hours per day.

Funded through a grant from Coastline and Bristol Elderly Services, and supplemented with financial and staff support from the hospital, the Center continues to provide free in-home mental health evaluations for individuals age 60 and older. The evaluations are done by an experienced

psychiatric nurse with telephone consultation from a psychiatrist, and are available for those with symptoms of depression, anxiety, thought disorder, or dementia. Center staff works closely with agency case management staff to provide rapid comprehensive service to area seniors in need. The Center now provides an average of 35 mental health assessments each month at no charge to at-risk seniors.

Professional and Community Education on Aging and Mental Health

The Center also provides professional and community education regarding the mental health needs of older Americans for professionals and the general community at senior centers, extended care facilities, and human service agencies. Center staff plan and host a regular, free monthly breakfast series to a packed "house" of professionals seeking continuing education on caring for elders.

The Center staff and patients have joined to form "Saint Anne's Players," an educational theater group which presents dramatizations of elder issues at elder care facilities and human service agencies throughout our source area.

Funded through a grant from the Department of Public Health, Center staff provided a full-day conference on Suicide Prevention attended by 175 elder service providers as well as delivering numerous in-service and public suicide prevention presentations for community agencies and elder residential facilities.

Sunday Senior Luncheon

Saint Anne's continues to offer our Sunday Senior Luncheon to provide a low-cost, healthy meal to seniors at risk for poor nutrition and decreased socialization. More than 65 "regulars" gather for a nutritious meal, a timely educational presentation, lively discussion and plenty of socializing. The hospital provides space, staff, and speakers and subsidizes more than one-third of the meal costs.

VII. Next Reporting Year

During FY 2009 and in preparation for FY 2010, Saint Anne's Hospital conducted a formal community health needs assessment.

This assessment will serve as the basis for establishing priorities and focused community benefits efforts beginning in FY 2010.

VIII. Community Benefits Expenditures for FY 2009

Community Benefits Programs

Direct Expenses: \$3,051,754.00
Associated Expenses: \$55,606.00
Determination of Need Expenditures: 0
Employee Volunteerism: Not Specified
Other Leveraged Resources: \$2,161,263.00

Community Service Programs*

Direct Expenses: \$138,465.00
Associated Expenses: 0
Determination of Need Expenditures: 0
Employee Volunteerism: \$52,611.00
Other Leveraged Resources: 0
Net Charity Care FY 2009: \$937,095.00
Corporate Sponsorships: \$10,000.00

FY 2009 TOTAL: \$6,406,794.00

Total Patient Care-Related Expenses for FY 2009:
..... \$75,199,697.00

Comments: * Includes a \$135,000.00 cost for Patient Financial Counselors to assist patients with enrollment in public assistance programs.

Additional Considerations

The major challenges facing Saint Anne's Hospital are similar to those facing hospitals across the country. Program needs continue to outpace financial resources. Reduction in state and federal reimbursement makes it more difficult each day to carry out our mission of caring for the poor and the underprivileged in our society. In FY 2009, Saint Anne's Hospital incurred a total of \$9,638,034 in unreimbursed costs, including \$8,383,464 in unreimbursed Medicare services, \$402,537 in unreimbursed Medicaid services, and \$852,033 in bad debt.

IX. Contact Information

For more information, please contact:
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Saint Anne's Hospital

A CARITAS FAMILY HOSPITAL

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